Nursing Professional Practice: Led by a Vision, Evaluated by Metrics

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Penrose-St. Francis Health Services — Centura Health

HEALTHGRADES — AMERICA'S 50 BEST HOSPITALS 2008-2012

Purpose

An innovative model integrating Nursing Vision concepts with Professional Practice Model elements and evaluating success through metrics creates strong alignment and accountable nursing practice across the organization.

Vision → Professional Practice Model → Outcomes

The Nursing Professional Practice Model guides nursing practice at all levels. The model places the patient in the center of nursing practice and locates nursing practice within the context of the organization mission, vision and values. Nursing practice is based on nursing standards and ethics, shared decision making, implementation of evidence based practices and accountability for quality outcomes.

A culture of quality and safety is evident in the metrics selected to evaluate the three components of the nursing vision. Nurse sensitive quality indicators (NDNQI), patient perception of care measured via the Hospital Consumer Assessment of Healthcare Providers and Systems Survey (HCAHPS) and nursing engagement measured via two surveys (NDNQI and Press Ganey) provide effective, efficient metrics to analyze the effectiveness of the practice model to embody the nursing vision.

Facility Profile/Fast Facts

Penrose St. Francis Health Services (PSFHS) has been recognized as the only Colorado recipient of Health Grades America's 50 Best Hospitals for four consecutive years, placing us in the top 1% of hospitals in the nation. PSFHS is an entity in Centura Health.

PSFHS is comprised of two hospitals with a combined total of 522 beds, three urgent cares and numerous other ventures and entities. PSFHS employs more than 2800 employees and works with 750 allied health professionals. Over 1000 nurses practice within PSFHS. The organization is sponsored by Catholic Health Initiatives, a faith-based, non-profit, national health care system.

Nursing Vision

Penrose St. Francis Health Services is the recognized leader in relationship based care dedicated to excellence in nursing practice balanced with concern for the well being of the caregiver.
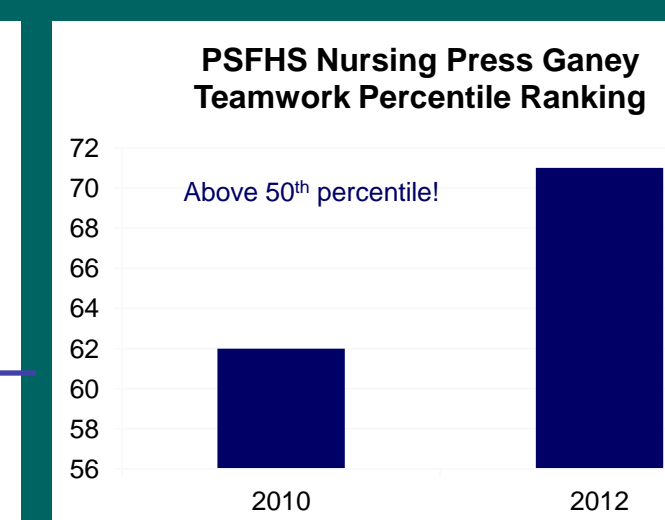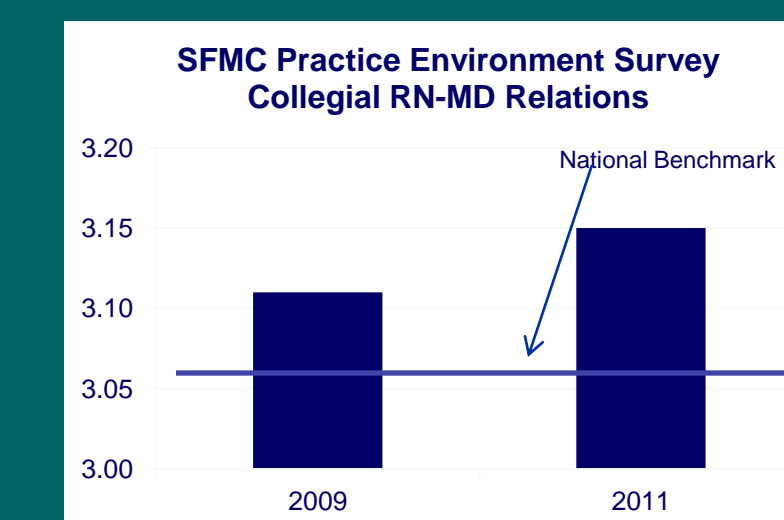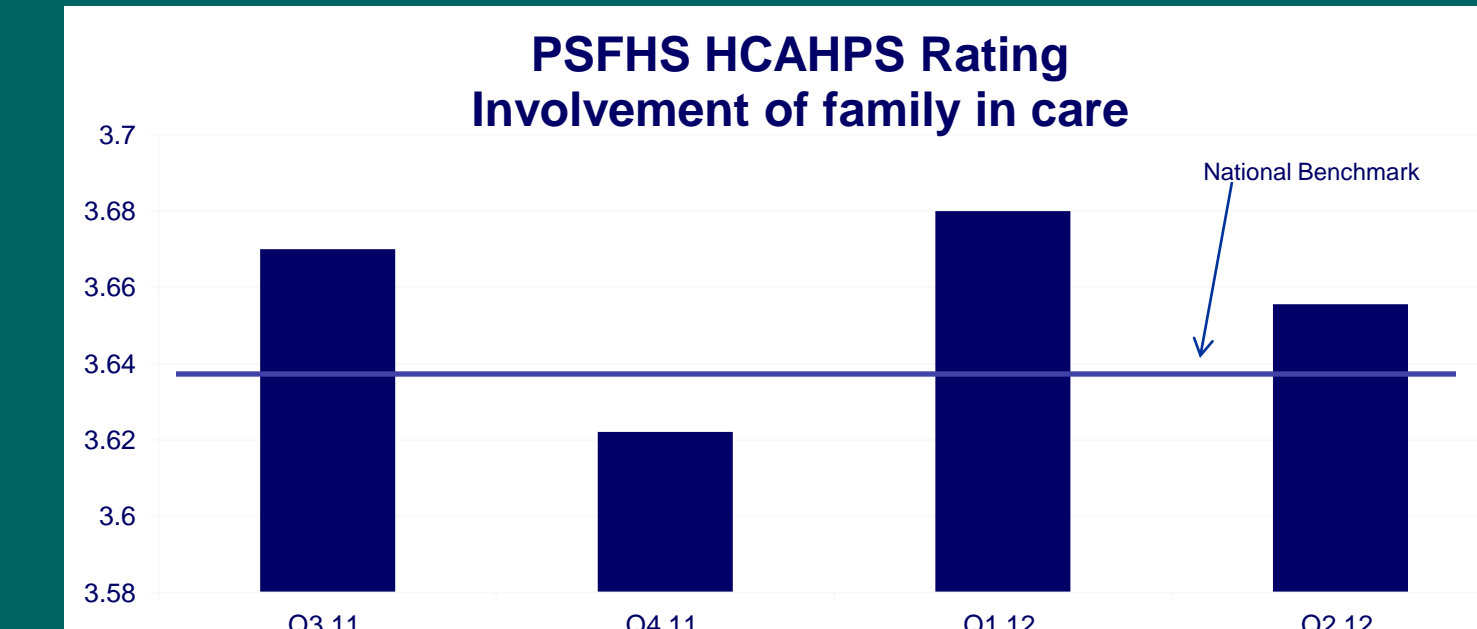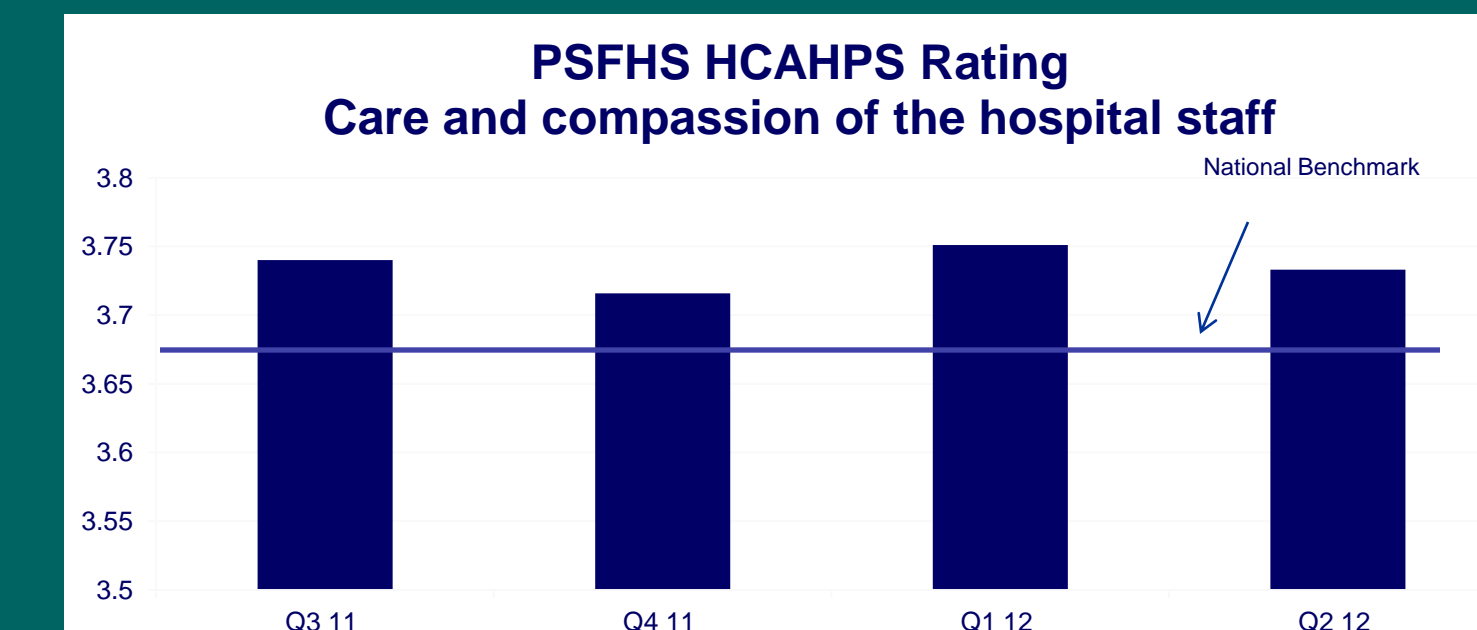
Relationship Based Care   Excellence in nursing practice   Concern for caregiver

Nursing Professional Practice Model

The Professional Practice Model schematic displayed below demonstrates the structure and process for nursing practice, collaboration, communication and accountability. The three concepts stated in our nursing vision statement are identified within the elements of the Professional Practice Model. Shared Decision Making structures support the process of planning, implementing and evaluating nursing practice.
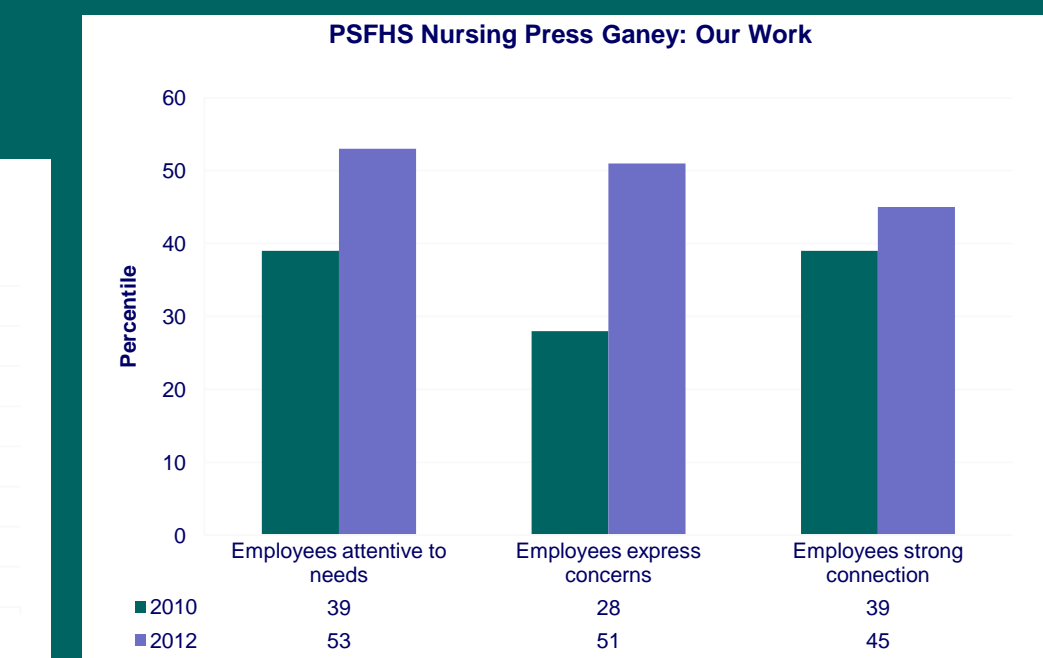

CIRCLE OF EXCELLENCE: NURSING PROFESSIONAL PRACTICE

RESPECT — EXCELLENCE — IMAGINATION — PHYSICAL NEEDS — COMPASSION — STEWARDSHIP — SPIRITUALITY — PSYCHOSOCIAL NEEDS — INTEGRITY — SPIRITUAL NEEDS

Vision for Nursing: PSF Nursing is the recognized leader in relationship based care dedicated to excellence in nursing practice balanced with the concern for the well being of the care giver.

Standards of Professional Practice: ANA Code of Ethics, Colorado Nurse Practice Act, ANA Nursing Scope and Standards of Practice, Nurse Theorists: Florence Nightingale, Patricia Benner

Relationship Based Care: Relationships with patients, families, colleagues and with ourselves.

Care Delivery Systems: Unit based care process

Our Mission: We extend the healing ministry of Christ by caring for those who are ill and by nurturing the health of the people in our communities.

Our Vision: Centura Health will fulfill a covenant of caring for our communities with excellence and integrity to become their partner for life.

Patient Family Community — Outstanding Patient Care — Concern for Caregivers — Excellence in Nursing Practice

Quality of Care: Nurse Sensitive Indicators, Patient Satisfaction, Nurse Engagement, CMS Indicators, The Joint Commission, Evidence Based Practices, Nursing Research

Shared Decision Making Councils: Leadership, Management, Professional Development, Nursing Practice, Quality, Staffing, Evidence Based Research, Nursing Peer Review (CSI)

Guiding Principles: Accountability, Competence, Autonomy, Professional Development, Interdisciplinary Practice, Commitment to Community, Valuing Diversity, Recognition

Penrose-St. Francis Health Services — Centura Health.

Nursing Vision Elements Evaluated by Metrics

PSFHS HCAHPS Rating — Care and compassion of the hospital staff (National Benchmark) — Q3 11, Q4 11, Q1 12, Q2 12

PSFHS HCAHPS Rating — Involvement of family in care (National Benchmark) — Q3 11, Q4 11, Q1 12, Q2 12

SFMC Practice Environment Survey — Collegial RN-MD Relations (National Benchmark) — 2009, 2011

PSFHS Nursing Press Ganey — Teamwork Percentile Ranking — Above 50th percentile! — 2010, 2012

PSFHS Nursing Press Ganey: Our Work — Employees attentive to needs, Employees express concerns, Employees strong connection

Relationship Based Care
- Patient feedback
- Nursing feedback

Successful implementation of relationship based care is evidenced by HCAHPS and Press Ganey survey results.
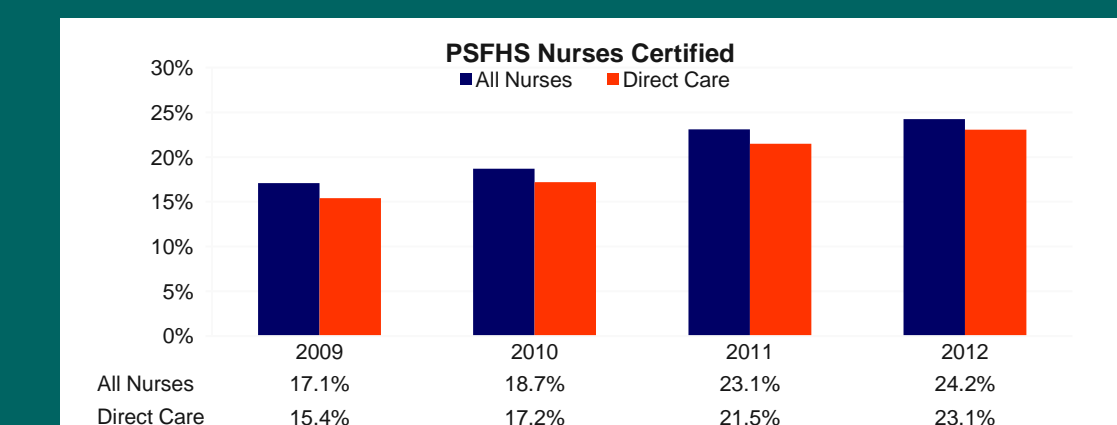
Excellence in Nursing Practice FY2012

Unit acquired pressure ulcers outperformed NDNQI non Magnet Mean 72% of the time.

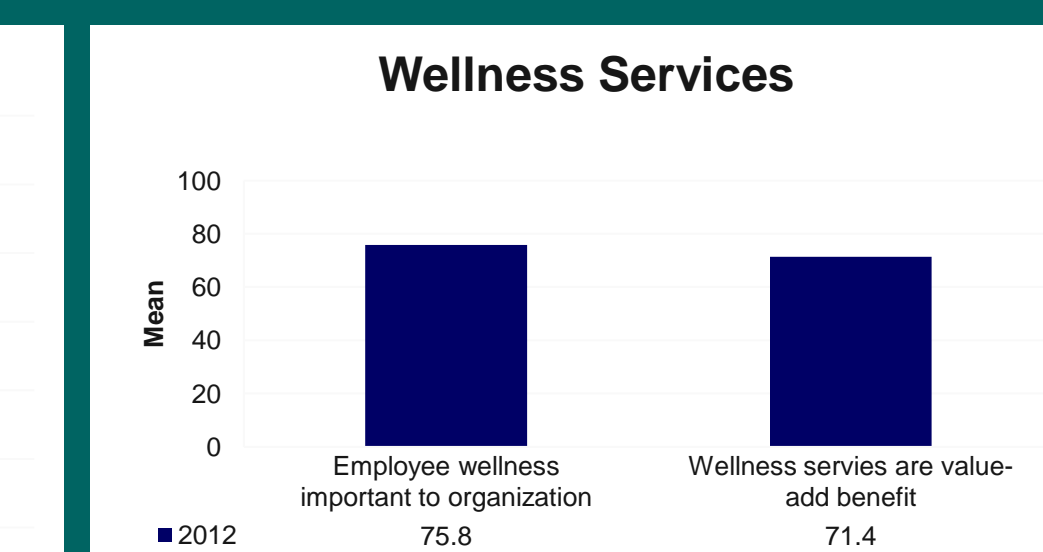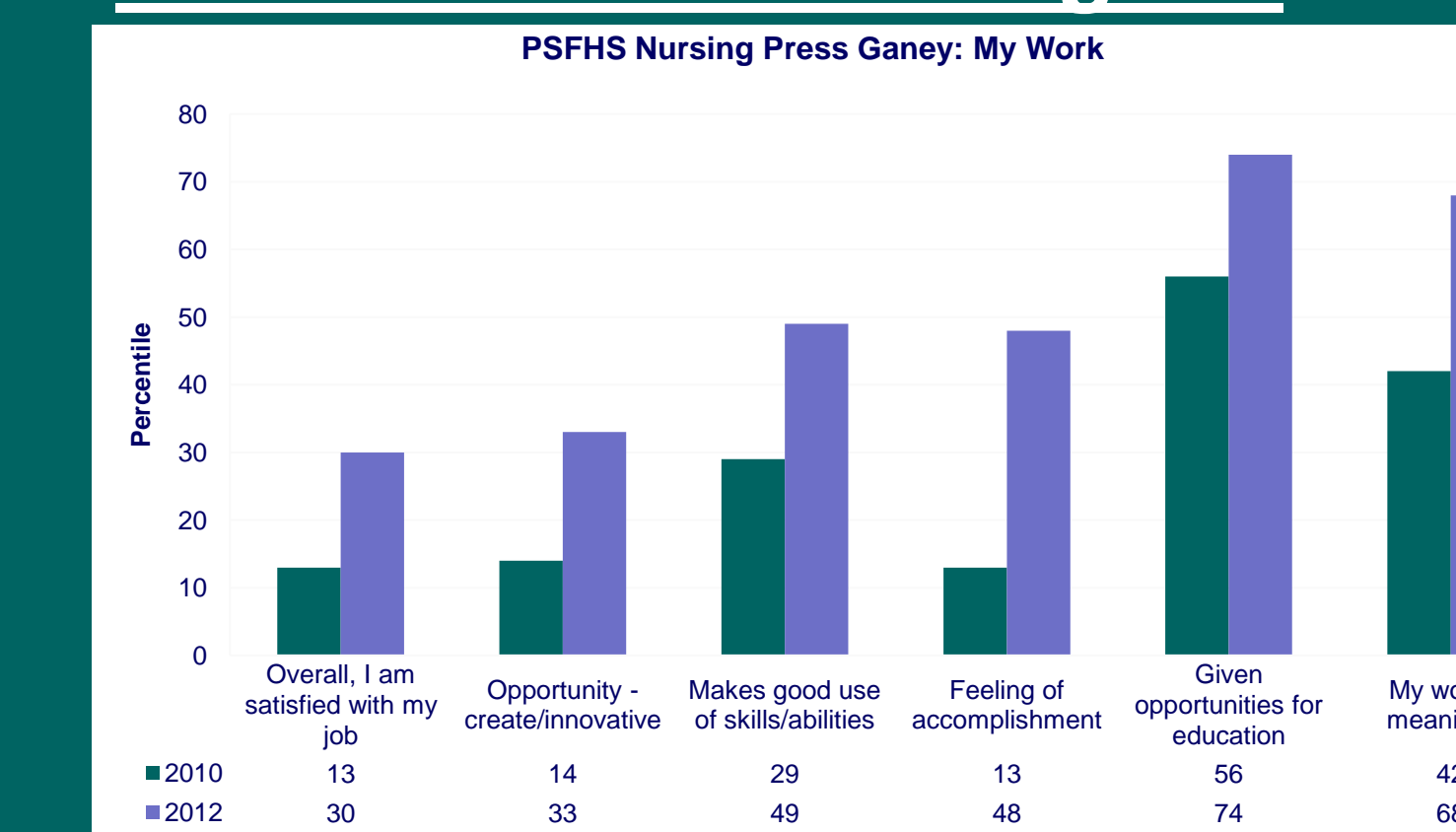No IV Infiltrations on Pediatric or NICU III units.

Three units have outperformed the NDNQI Non Magnet Hospital Mean for Fall per 1000 patient days 75% of the time (Inpatient Rehabilitation, Critical Care, 5N Surgical)

Evidence based practices implemented and expanded this year include: CAUTI Bundle, CLABSI Bundle, successful fall prevention bundles and acute pain management for chronic pain patients.

Nursing certification and formal education increased. Direct care nurses with BSN or higher increased 10% in four years.

PSFHS Nurses Certified — All Nurses, Direct Care — 2009, 2010, 2011, 2012

	2009	2010	2011	2012
All Nurses	17.1%	18.7%	23.1%	24.2%
Direct Care	15.4%	17.2%	21.5%	23.1%

Concern for the Caregiver

PSFHS Nursing Press Ganey: My Work — 2010, 2012 — Overall, I am satisfied with my job (13 / 30), Opportunity - create/innovative (14 / 33), Makes good use of skills/abilities (29 / 49), Feeling of accomplishment (13 / 48), Given opportunities for education (56 / 74), My work is meaningful (42 / 68)

Wellness Services — 2012 — Employee wellness important to organization (75.8), Wellness serves as value-add benefit (71.4)

Nurses value the expanded focus on employee wellness.

Press Ganey Nurse Engagement Survey results demonstrate improvement in all areas. The category "My Work" reflects outcomes related to concern for the caregiver.

Implications for Practice: Operationalizing a vision statement through a professional practice model and use of evaluative metrics promotes alignment and accountability for creating a culture of nursing excellence.