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Ambulatory Care Nursing: Strategies for Success

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Disclosures

We have no disclosures to report

Learning Objectives

At the end of this presentation the learner will:

- 1. Evaluate the implementation of new leadership roles in ambulatory nursing
- 2. Understand how a strategic plan for ambulatory services aimed at increasing quality and safety of care and standardization of best practices has yielded improved patient outcomes
- Discover practical ideas for creating an empowered shared governance council for ambulatory nurses across practice settings

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UCLA Health Physician Practices and Clinics Provide primary and specialty care in 150 offices across Greater Los Angeles, including: Pasadena Alhambra Porter Ranch Arcadia Brentwood Redondo Beach Santa Clarita (Valencia) Santa Monica Century City Fountain Valley Irvine Simi Valley Malibu Thousand Oaks Manhattan Beach Torrance Westlake Village West Los Angeles Marina Del Rey Northridge Pacific Palisades Westwood





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Hospitals:

- Ronald Reagan UCLA Medical Center & Mattel Children's Hospital UCLA • Magnet recognized since 2005
- Licensed ambulatory clinics included in 2015 re-designation
 Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

On the Magnet journey

UCLA Medical Center, Santa Monica
 Submitted Magnet document August 3, 2015



Awards & Recognitions

U.S. News & World Report ranks Ronald Reagan UCLA Medical Center one of the top five American hospitals — and the best hospital in the western United States for the 26th consecutive year.



America's Best Doctors

 UCLA Medical Group awarded Gold Level Achievement for clinical quality by the California Department of Managed Health Care

Certified Stroke Center
 STEMI Heart Attack Receiving Center designation

Level 1 Trauma Center
 Level 4 NICU

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Background

CNE Vision for Population Health & Ambulatory Nursing • April 2013: Quanna Batiste, MSN, HCSM, RN, joined UCLA as the

- SWOT analysis revealed variation in standards
- Opportunity to strengthen ambulatory infrastructures
- Opportunity to improve care processes

•Need to make case for human resources

Partnership between MPD and ambulatory nurse leaders developed
 Magnet as a framework to elevate standards and practice

MPD joined ambulatory councils

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Transformational Leadership - Ambulatory

- Alignment of vision/mission/values
- Alignment with organizational strategic plan
- Ambulatory director promotion to CNO, Ambulatory Services
- Ambulatory CNO organizational structures
- Creation of ambulatory strategic plan
- CNO advocating for resources

MAGNET ALIGNMENT:
TL1EO – Nursing Strategic Plan
TL4 - CNO Involvement in Org. Decision-Making
TL7 – Data-Driven Resourcing
TL9EO – Nurse Leaders Influence Change

Organizational Cl	hart -	Before & Aft	er
		Before - 2014	
After - 2015	Register Register 2 Statister 2 Statister		
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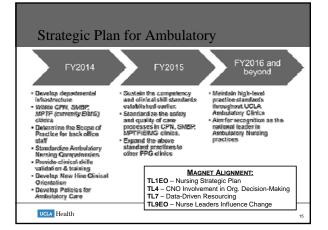


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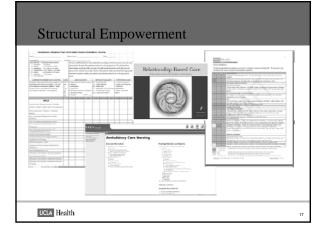
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Operationalizing Strategic Plan

	CLINICAL PATHWAY	
CLINICAL PRACTICE	QUALITY IMPROVEMENT INITIATIVES	CLINICAL ADVANCEMENT
Policies, Protocols, Scope of Practice	Quality Rounds	Orientation Program
Competencies / Skills	Evidence Based Practice	Education/Training
Job Description	Clinical Practice Guidelines	Monthly Education Calendar
Clinical Support and Monitoring	PI Projects	Role Based Professional Practice
Relationship Based Care	Safety Measures	Reflective Practice
	Equipment/Procedures	Professional Certification
	Infection Control	MAGNET ALIGNMENT:
	HLD & Sterilization	EPP – Exemplary Professional Practice SE – Structural Empowerment
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Ambulatory Practice Council

- Participated in the scope of practice review process
- Analyzed predictors of patient transfer from ambulatory clinics to higher level of care
- Developed UCLA Health Ambulatory Standards of Care
- Organized Medical Assistants Day annual celebration
- Ambulatory certification review course



Ambulatory Quality Rounds

- Evaluate outcomes
- Evaluate adherence to quality standards
- Ensure consistent, highly reliable practices
- Data to contribute to ambulatory dashboard

Recognize Magnet outcomes

Policy references



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Ambulatory Clinical Orientation

Started in August 2014

Includes an overview of practice standards and policies as well as half day of hands-on skills training in the simulation lab
As of July 2015, over 250 attendees (RN, LVN, MA)

• Highly rated by attendees, popular among clinical staff



Policy Development

- Previously, UCLA Health policies were developed primarily for inpatient practices
- Creation of a new committee to work exclusively on ambulatory-focused policies

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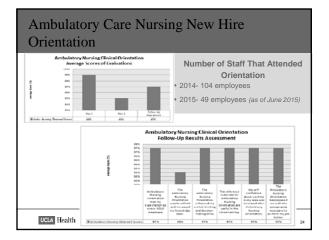
Ambulatory nurse leader roles

- Associate Director
- Clinical Nurse Specialist
- Creation of Ambulatory Practice Coordinator Role
 - Clinical support for 300 ambulatory clinical staff
 - Rounding, monitoring with increased visibility in the practices
 1 Practice Coordinator to ~10 clinic practice ratio

 - Enhanced support for non-clinical managers on practice issues
 Real-time follow up on practice related issues

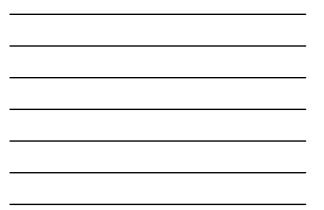
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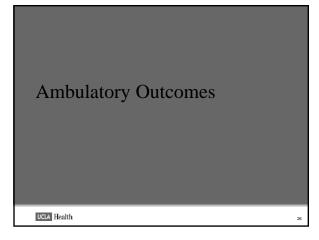
- Promotion of professional practice in ambulatory care
- Orientation facilitation and competency validation
- Clinical staff training and remediation

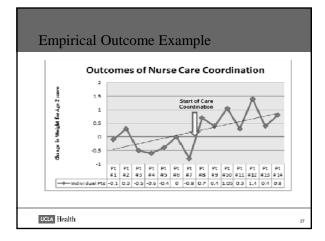




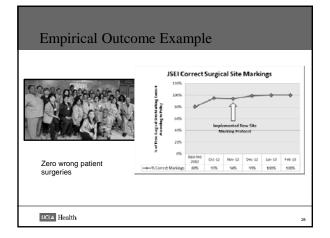
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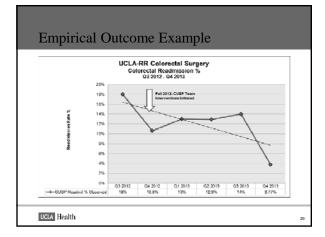




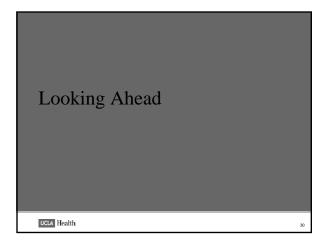
















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