



Articulating Nurses' World-Class Leadership Practices: Utilizing IHI Triple Aim and Magnet as a Framework

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Conflict of Interest

- We have no disclosures to report.



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About Us: UCLA Health

Ronald Reagan UCLA Medical Center
UCLA
Mattel Childrens' Hospital UCLA
 • 466 Beds
 • 2 Time Magnet Designated



UCLA Medical Center, Santa Monica
 • 206 Beds
 • On the Magnet Journey



Resnick Neuropsychiatric Hospital at UCLA
 • 74 Beds
 • On the Magnet Journey



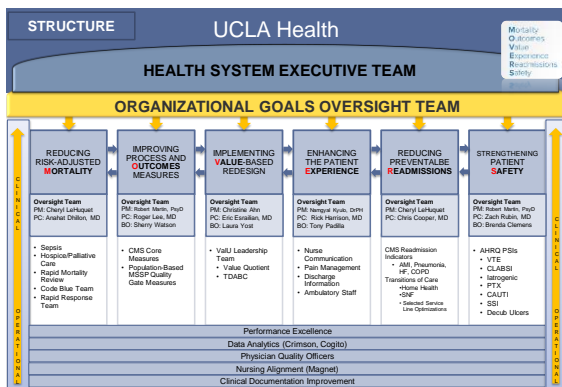
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Background: UCLA Magnet Journey

- MPD role: from entity to system
 - Transition from 2008 to 2014 Manual
 - Recruitment of team
- Acquisition of clinics
- Opportunity to align with organizational strategy
 - Making Magnet a part of the organizational framework
 - Moving beyond Magnet for Magnet's sake
- Shift in organizational focus to population health
 - Introduction of MOVERS quality framework
 - Design and implementation of ACO

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Opportunities

- Population health
- Care coordination
- Outcome measurement in ambulatory
- Showcasing nursing's critical role in the future healthcare system

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Positioning Magnet in the broader context

- Helping nurses understand their role in healthcare reform
- The Triple **Quadruple** Aim?
 - Adding "meaning in work" to the framework for achieving high-quality care¹



¹Sikka, R., Morath, J., & Leape, L. (2015). The quadruple aim: care, health, cost, and meaning in work. *BMJ Quality and Safety*. Advance online publication. Retrieved from <http://qualitysafety.bmj.com/content/early/2015/06/02/bmjqs-2015-004160.full.pdf+html>

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Sample Tool

Category	Activity	Time per week (in hours)	Outcome	Magnet Component (Check One)			Triple Aim goal
Direct patient care				TL	SE	EP	NO
Patient care planning with team				TL	SE	EP	NO
Care coordination				TL	SE	EP	NO
Interprofessional patient rounds				TL	SE	EP	NO
bedside rounds with nursing staff				TL	SE	EP	NO
Patient care conferences				TL	SE	EP	NO
Counseling/teaching patients and families				TL	SE	EP	NO
Consultation for complex patient scenarios				TL	SE	EP	NO

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Sample Tool

Category	Activity	Time for work (in hours)	Outcomes	Measures completed (Y/N/Not Done)	Time Assigned
UNIT-BASED SERVICE				Y N SP NF	
UNIT-BASED PRESENTATION				Y N SP NF	
PROFESSIONALISM AND EDUCATION				Y N SP NF	
UNIT-BASED EDUCATION ACTIVITIES				Y N SP NF	
UNIT-BASED PRECEPTOR ACTIVITIES				Y N SP NF	
SYSTEM-LEVEL PRECEPTOR ACTIVITIES				Y N SP NF	
PRESENTATION INFORMATION				Y N SP NF	
EDUCATIONAL NEED ASSESSMENT				Y N SP NF	
CERTIFICATION ACTIVITIES				Y N SP NF	
BOARD GOALS				Y N SP NF	
COMPLETION EVALUATION				Y N SP NF	

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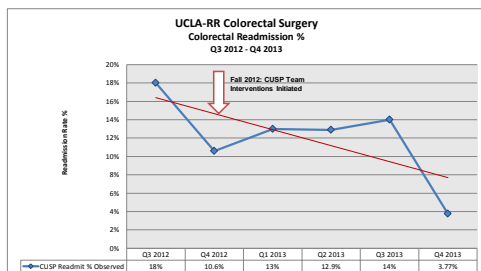
Sample Tool

Category	Activity	Time for work (in hours)	Outcomes	Measures completed (Y/N/Not Done)	Time Assigned
RESEARCH PROJECT DEVELOPMENT				Y N SP NF	
LITERATURE REVIEWS				Y N SP NF	
RESEARCH DATA COLLECTION				Y N SP NF	
RESEARCH DATA ANALYSIS				Y N SP NF	
PROJECT DEVELOPMENT				Y N SP NF	
DATA COLLECTION				Y N SP NF	
DATA ANALYSIS				Y N SP NF	
PROJECT PRESENTATION				Y N SP NF	
DISSEMINATION OF RESEARCH AND FINDINGS				Y N SP NF	
COMMUNITY OUTREACH				Y N SP NF	
INTERNAL CONSULTATION				Y N SP NF	
EXTERNAL CONSULTATION				Y N SP NF	

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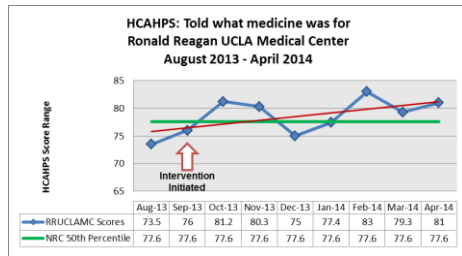
CUSP Project – Population Health



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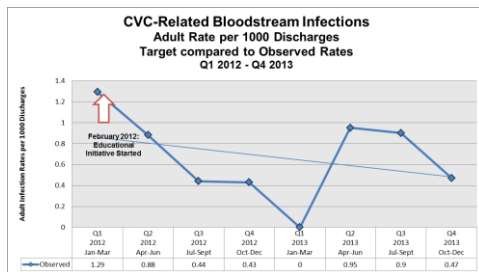
Patient Engagement Project-Experience



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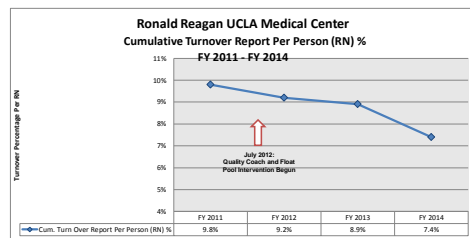
Reducing CLABSI-Cost



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Improving Turnover - Meaningfulness



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Future Directions

- Expansion of nurse care coordination in ambulatory areas
- CNS position approved for ambulatory service line
- Nursing involvement on ACO redesign team
- Clinical surveillance team – registered nurses
- Creation of dashboard for consistent display of quality outcomes across hospital units
- Enhancement of nursing presence in health system quality department

Questions?

Email Jennifer at jzanotti@mednet.ucla.edu

Thank you!
