


Building a Nursing Research Program in a Children's Hospital in One Year!


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2015 ANCC National Magnet Conference ®
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Objectives


1. Describe how research compares to quality improvement and evidence-based practice
2. Describe how to make the business case to support nursing research
3. Describe 10 key elements required for a hospital-based nursing research program




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Seattle Children's Hospital-Founded in 1907 Free Standing Non Profit Children's Hospital

We believe all children have unique needs and should grow up without illness or injury. With the support of the community and through our spirit of inquiry, we will prevent, treat and eliminate pediatric disease.





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Academically Associated with
University of Washington

327
beds

368,059
annual patient visits

5,174
employees

1,340
medical staff

1,431,833
main campus sq. ft.



In 2013, a 330,000 sq. ft. addition was added, making room for 96 new cancer and critical care beds, and a new Emergency Department.



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Organizational Structure

Hospital

+

Research Institute

+

Foundation

→

**Seattle Children's**
HOSPITAL • RESEARCH • FOUNDATION



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Research Institute

With 135 people and 330,000 square feet of space, Seattle Children's Research Institute is dedicated to a future without childhood disease.



\$91.9M
extramural
funding in
2014



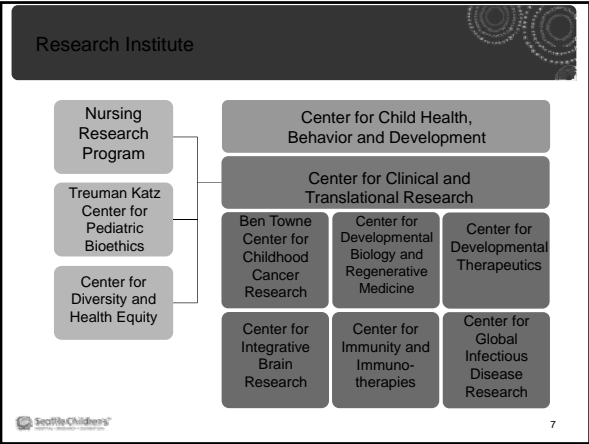
Seattle Children's research institute is ranked **5th** among pediatric research institutions in this funding.





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Recognition

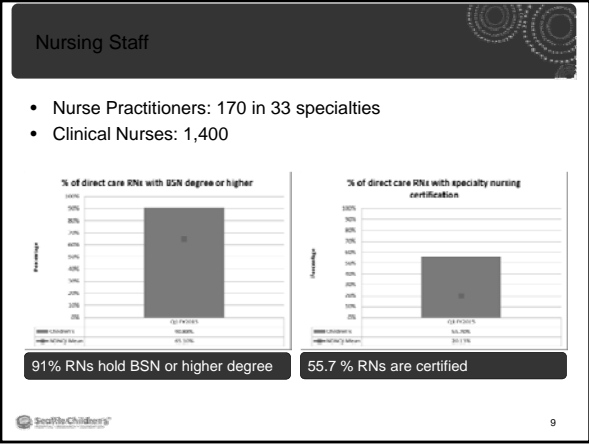
MAGNET RECOGNIZED
2013
3
Seattle Children's Hospital received a four year re-designation as a Magnet hospital from the American Nurses Credentialing Center, sponsor of the Magnet Recognition Program.

BEST CHILDREN'S HOSPITALS
2013
5
Seattle Children's was ranked No. 6 by *U.S. News & World Report* among the nation's best children's hospitals. Six specialties were named among the top ten nationwide. ranked No. 6 in the country among

BEACON AWARD OF EXCELLENCE
2013
5
PICU earned a Beacon award from the American Association of Critical Care Nurses. The Beacon award signifies excellence in critical care.

Seattle Children's
HOSPITAL

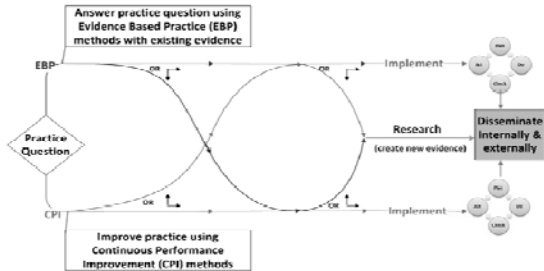
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Definitions

- Continuous Performance Improvement (CPI)
 - Using benchmarks to compare and improve performance
 - Solutions for Patient Safety Collaborative
 - NDNQI (National Database on Nursing Quality Indicators)
 - National Organizations
- Evidence Based Practice (EBP)
 - Using a comprehensive and disciplined method to evaluate existing evidence to determine best practice
- Research
 - Using rigorous scientific methods to generate new evidence to determine best practice

Model for Improving Practice



Seattle Children's Nursing Research History

- Nurses have participated in research over the years
 - Principal investigators on own studies (limited number of individuals)
 - Principal investigators to meet academic requirements
 - Caring for patient on study protocols
 - Research nurses supporting studies of others
 - Members of IRB
- There was no formal process or structure to promote and facilitate nursing research



2010 Nursing Research Proposal
(Not Effective for Obtaining Resources)

Proposal Outline


A. Importance of Nursing Research

- Provide best clinical care
- Determine best evidence when lack of evidence exist
- Improve engagement of professional nurses
- Magnet standards
- Hospital Research Strategic Plan

B. Connection to Mission/Vision of Hospital

C. Infrastructure and Resource Requirements

D. Review of Literature

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2014 – Four Years Later!

Senior Leadership Connection Between Nursing Research and 2012-2016 Hospital Strategic Plan Made!

Find Cures and educate clinicians and researchers

1. Develop new cures through a sustained commitment to innovative research.

2. **Ensure every child has the opportunity to benefit from research.**

3. Accelerate discovery, education and sharing of our expertise globally.


4. Enhance our training of new clinicians and our continuing medical education.

Provide the safest, most effective care possible

Control and reduce the cost of growing care

Find cures and advance clinicians and researchers

Own responsibility and resources to better address what needs us

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10 Interventions in One Year (2014)

1. Clear leadership accountability

2. Align with Hospital and Research Goals
Obtain Senior Leadership Support

3. Financial Support

4. Marketing and Culture

5. Mentorship


6. Skill Building for Research

7. Intramural Grant Mechanism

8. Resource Identification and Alignment

9. Policies and Processes

10. Institutional Review Board and Human Subjects Protection

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1. Clear Leadership Accountability

• Role Defined

Prior to 2014	2014
Associate Chief Nurse for Practice	Associate Chief Nurse for Practice and Research

- ~30% of role dedicated to oversight for nursing research
- Other areas of responsibility:
 - Associate Chief Nurse Responsibilities
 - Standards of Practice
 - Oversight
 - Professional Development
 - Quality & Safety
 - Informatics
 - Wound Care
 - Education
 - Magnet
 - Pain
 - Schools of Nursing



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Nursing Research Steering Committee

Committee Structure and Purpose

2014	2015
Nursing Research Committee	Nursing Research Steering Committee
Report to Quality Practice Council	Report to Chief Nursing Officer
<ul style="list-style-type: none"> • Develops strategic plan • Identifies resources • Promotes collaboration (RNs, Research Institute, MDs, Universities) • Mentor nurses to conduct research • Identifies funding sources • Reviews grant applications • Promotes Dissemination • Plans Nursing Research Symposium • Increases visibility of nursing research 	



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Nursing Research Steering Committee Members

Department	Role
Department of Nursing	Associate Chief Nurse, Practice & Research (Chair)
Inpatient	Clinical Nurse Specialist
Ambulatory	Chief, Clinical Practice
Patient Care Unit (2 positions)	Clinical Nurse
Advanced Practice	Chief, Advanced Practice
Centralized Department (2 positions)	Director & Clinical Nurse
Pediatric Clinical Research Center	Nurse Manager
Clinical and Translational Research	Business Director
University of Washington	Nurse Research Mentor
University of Washington	Nurse Scientist
Seattle Pacific University	Dean



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2. Align with Hospital and Research Goals
Obtain Senior Leadership Support

1. Hospital and Research Goals
Strategic Plan: 2012-2016

2. Senior Leadership Support


- Chief Nursing Officer
- President of Research Institute
- Chief Academic Officer (MD)

3. Key Collaborations in Center for Clinical and Translational Research

- Bonnie Ramsey, MD
Medical Director
- Dedra Schendzielos, MHA
Business Director

Find cures and educate clinicians and researchers






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3. Financial Support

5 year agreement \$250,000 per year (2014-2019)

Resource	2014 (Year 1)	2015 (Current)	2016
Associate Chief Nurse – Practice & Research	.3 FTE	.3 FTE	0
Nurse Researcher – University of Washington	.25 FTE	.5 FTE	.5 FTE
Administrative Assistant	.2 FTE	.2 FTE	.2 FTE
Intramural Grants (\$10,000)	7 grants	8 grants	9 grants
Nursing Research Symposium	\$5,000	\$5,000	\$5,000
Statistician	\$0	\$0	.25 FTE
Dissemination Grant	0	0	\$5,000
Conference Travel	\$5,000	\$3,000	\$5,000

In-Kind Resources Provided by Hospital and Research Institute:
Research administration, 2 hours “free” statistical consult, IRB, Library



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4. Marketing and Culture

• Nursing Research Symposium

• Marketing and Communications Department


• Presentations at Research and Hospital Board Meetings


• Develop the “elevator speech”

• Newsletter

• Key Collaborations

- Research Institute
- Schools of nursing
- Nursing leaders
- Physician researchers
- Foundation






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Visibility of Nursing Research (Large Posters Placed at Hospital Entrances)

Research Happens Here

(Nurses Play an Important Role in Research)




Every day Seattle Children's nurses provide loving and compassionate care for our patients and families. Their abundance of patient care experience makes them uniquely aware of patient and family needs.

Our nurses lead research of their own and collaborate with physicians and others as well. Nursing clinical research focuses on studies that identify and indirectly impact patients and families. Nurses look for ways to reduce pain, help children go home sooner and improve other aspects of care like how medicine is given.


To learn about specific research studies you or your child may be eligible for, ask your care team.

For more information, visit: seattlechildrens.org/research.



Nursing Research at Seattle Children's — Blood Pressure Monitor Study

Study to help ensure patients get the right amount of medicine



Objectives

- Measuring blood pressure is an important task. We treat a growing number of children with high blood pressure because it can harm the children. We use blood pressure medicine to make sure patients are on the right dose of medicine.
- Now, better medicine blood pressure is one of these issues.
- We want an automatic machine that makes the job easier and allows the machine to measure blood pressure in more and more in our hospital. We want to know if the machine can help us make sure the machine is on the right dose of medicine.
- We want an automatic machine that makes the job easier and allows the machine to measure blood pressure in more and more in our hospital. We want to know if the machine can help us make sure the machine is on the right dose of medicine.

Background

There is a lot of research on blood pressure in children. It is a common problem in children. There is a lot of research on blood pressure in children. It is a common problem in children. There is a lot of research on blood pressure in children. It is a common problem in children.

Study Design

The study will be a randomized controlled trial. We will compare the machine to the nurse. We will compare the machine to the nurse. We will compare the machine to the nurse. We will compare the machine to the nurse.

Study Population

The study will include children who are 10 years old or older. We will include children who are 10 years old or older. We will include children who are 10 years old or older. We will include children who are 10 years old or older.

Study Results


We will see if the machine can help us make sure the machine is on the right dose of medicine. We will see if the machine can help us make sure the machine is on the right dose of medicine. We will see if the machine can help us make sure the machine is on the right dose of medicine.

Study Conclusion


We will see if the machine can help us make sure the machine is on the right dose of medicine. We will see if the machine can help us make sure the machine is on the right dose of medicine. We will see if the machine can help us make sure the machine is on the right dose of medicine.

For more information, visit: seattlechildrens.org/research.

Nursing Research Symposium Marketing



Second Annual
Nursing Research
Symposium




- Learn practical approaches for getting started in nursing research from experts.
- Learn from Seattle Children's nurses who are leading their own research studies.

Keynote Speaker
Kristen Swanson, PhD, FAAN, RN, Dean of the College of Nursing at Boston University and member of the American Society of Nursing

Registration
Friday, May 8, 2015
8 am to 4:10 pm

Registration Fee
\$100 (includes lunch and materials)

Registration Link
seattlechildrens.org/research




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Melinda Garberich and Jennifer Patano's Research Featured in Hospital Newsletter



Goals and Results People and Place Research and Information Policies and Standards Research

Research and Information May 10, 2015 10:00 am - 11:00 am

Melinda Garberich and Jennifer Patano: On a Mission to Help Kids Get a Good Night's Sleep

When working with children, the first step is to get to know them. For Melinda Garberich and Jennifer Patano, that means getting to know the children and their families. They are on a mission to help kids get a good night's sleep. They are on a mission to help kids get a good night's sleep. They are on a mission to help kids get a good night's sleep.

Background

There is a lot of research on sleep in children. It is a common problem in children. There is a lot of research on sleep in children. It is a common problem in children. There is a lot of research on sleep in children. It is a common problem in children.

Study Design

The study will be a randomized controlled trial. We will compare the machine to the nurse. We will compare the machine to the nurse. We will compare the machine to the nurse. We will compare the machine to the nurse.

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Naisha Erickson, RN and Jennifer Wild, MD Nursing Research Awardees, Won National Award

The screenshot shows the Seattle Children's website with the URL www.seattlechildrens.org. The main heading is "Nursing Research Awards". Below it, there are tabs for "Latest News Results", "Previous Year Prizes", "Highlighted Publications", "Previous Year Recipients", and "Resources". A navigation bar includes links like "Home", "About Us", "Contact Us", "Press Room", "Partners", "Careers", "Parents & Families", "Donors", "Media", "FAQ", and "Feedback". The article title is "Nurses and Residents Walk in Each Other's Shoes". It mentions a video titled "What it's like to be a nurse" and lists the award recipients as Naisha Erickson, RN and Dr. Jennifer Wild, MD.

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5. Mentorship

Karen Thomas, PhD, Professor
The Ellery and Kirby Cramer Endowed Professor in Nursing
Family and Child Nursing
University of Washington




Role

- Hospital: Mentor
- University: Own program of study

Lessons Learned

- Aligned vision between university and hospital
- Right "personality" to support diverse group of nurses with varied skill level simultaneously all in different steps of the research process





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6. Building Research Skills

Design, Methods, Data Collection, Analysis, Dissemination

- Mentorship
- Annual Nursing Research Symposium
- On-line resources
- Web site
- Newsletters



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Research Institute Website

Nursing Research Program

Apply to the Nursing Research Program

Print Email

Facebook Twitter LinkedIn

Application Completion

- Download and complete the following documents:
 - Nursing Research Grant Program Overview (PDF)
 - Nursing Research Grant Program Application Checklist and Instructions (PDF)
 - Nursing Research Application Cover Page and Budget Justification (DOCX)
 - NIH Biosketch Template (DOCX)
- Send a draft of your application to Teresa Liu, Nursing Research Program coordinator, at least 11 business days prior to the application deadline. She will assist you in the development of your application and budget.
- To request a biosketch study design consultation for your application, applicants must contact Children's Center for Biomedical Statistics at least four weeks in advance of the application deadline.

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Nursing Research Grant Components

COVER PAGE

- Demographics and Signatures
- Abstract (500 words)

BUDGET AND JUSTIFICATION (2 pages)

BIOSKETCH (Use NIH Biosketch)

RESEARCH PLAN (5 pages)

- Background and Significance
- Specific Aims and Research Questions
- Research Design and Methods (include statistical analyses plan)

DISSEMINATION PLAN (1/2 page)

TIMETABLE (1 page)

REFERENCES (1 page)

APPENDIX (letters of support, additional materials, instruments, etc.)

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Nursing Research Grant Review Process

- Conflict of Interest
- Funding Decision
- Scoring

Nursing Research Review Template (1=Excellent, 2=Good, 3=Marginal)

Investigator:			
Project title:			
CATEGORY	Strengths	Limitations	Score
Proposal Significance for Seattle Children's Nursing (30%)			
Methods/Approach (20%)			
Innovation (20%)			
PI/Investigators Qualifications & Environmental (20%)			
Plan for Dissemination and Publication (10%)			

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Post Award Support Provided By Nursing Research Mentor

- Meet with investigators following award to discuss start-up
- Assist with IRB application
- Liaison with research institute and core services
- Liaison with statistician
- Monthly grant follow-up check in's
- As needed, meet with grant recipients and their teams
- Assist writing of abstracts for conference presentation and manuscripts for publication



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SEATTLE CHILDREN'S HOSPITAL

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Funded Research Grants (2014/2015)

A multicenter analysis and comparison of nursing interventions to prepare children and families for pediatric urodynamic exams

Impact of child life intervention during outpatient cystic fibrosis clinic procedure: A pilot study

Improving patient satisfaction and decreasing emergency visits through prompt response by triage nurse

Kids and iron supplements for sleep (KISS)

An education bundle to reduce ED return rate among pediatric patients with bronchiolitis

Predicting emergency severity index (ESI) level based on pre-arrival information

Determining inter-rater reliability of the Cornell Assessment of Pediatric Delirium (CAPD) screening tool among PICU nurses

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Funded Nursing Research Grants con't (2014/2015)

Impact of translated DC instructions on caregiver knowledge and post-hospitalization care among families with limited English

RN/Resident reciprocal shadowing program

Health literacy and diabetes management outcomes

Assessing child and parent experience of pain and related patient reported outcomes in pediatric hospital inpatients

Accuracy, sensitivity and patient preference of non-invasive thermometers in a pediatric surgical acute care setting

Validation of automatic versus manual blood pressure measurements on children using Philips MP30 monitors


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Grant Recipient Principal Investigators

- Roles
 - Clinical Nurses
 - Educator
 - Clinical Nurse Specialist
 - Managers
 - Director
 - Nurse Practitioner
- Units
 - Ambulatory clinic
 - Procedure/Exam area
 - Acute care surgical
 - Acute care medical
 - Emergency department
 - Pediatric intensive care unit




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8. Resource Identification and Alignment

- Library
 - Access to medical librarians
 - Perform high quality searches
- Statistics
 - Provided by research institute
 - 2 hours "free" consultation
- Research Staff Support
 - Research nurses, research associates, psychometrists
- Business Practices
 - Grant funds management
- Grant Support
 - Identification, write, submit
- Foundation
 - Potential donor pool



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9. Policies and Processes

Facilitate research rather than create barriers

IRB

- Nurses as principle investigators
- Pre-IRB approvals

Nurses in graduate school


- Can they do their research at place of employment?
- Hospital view versus university view

Job Description

- Is research allowed and or expected?
- What about the union?

Pay practices

- Charging time to grants
- Hourly paid staff versus exempt staff



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Job Description Language

Added to all nurse job descriptions

Innovation and Improvement:

Promotes and participates in scientific inquiry within quality improvement, evidence based practice, and research processes. Open to change and embraces new initiatives in the spirit of improving the quality of patient care and discovering new knowledge. Able to articulate unit-based quality improvement, evidence based practice, and research projects.



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10. IRB and Human Subjects Protection

- IRB added nurses as reviewers to every committee meeting
- IRB Chair provided in-person, pre-conference human subjects protection training for the Inaugural Nursing Research Symposium
 - 36 participants
 - Ongoing training through on-line CITI(Collaborative Institutional Training Initiative)
- Assistance with IRB processes



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11. Dissemination Support

- Not prioritized as part of "10 Interventions in First Year"
- Built into Nurse Researcher standard work with grant recipients
- Informal advertising
- Nursing Research Steering Committee members offer mentorship support
- New grant mechanism
 - Formal mentor support
 - Modest financial support for clinical nurses
- Future: Add as job expectations for key nursing leaders, including collaboration with clinical nurses



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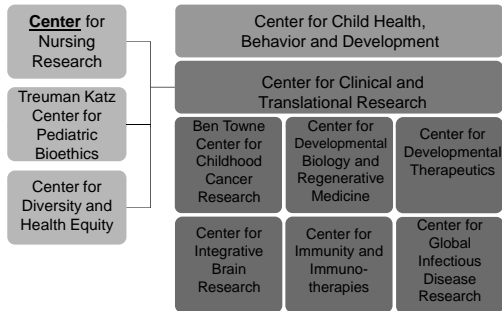
Moving Forward – Goals for 2016

- Fund and Hire 1.0 Nursing Scientist
- Formalize Nursing Research Program as a “Center” within the Research Institute
- Extramural Funding
- Dissemination
- Support Research-Hospital Integration Work
- Collaboration outside our organization
 - Research with university faculty
 - Multi Center Studies
 - Structure and Process



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Goal to Formalize Nursing Research Program to a “Center” within Research Institute



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Thank You to Colleagues Across the Country!



Pam S. Hinds, PhD, RN, FAAN
Associate Center Director, Center for Translational Science
Director, Nursing Research and Quality Outcomes
Children's National Health System (Washington, DC)



Martha A. Q. Curley, PhD, RN, FAAN
Ellen and Robert Kapito Professor in Nursing Science
Penn Nursing Science
University of Pennsylvania



Kathleen Sawin, PhD, RN, CPNP-PC, FAAN
Joint Research Chair in Nursing
Children's Hospital of Wisconsin & University of Wisconsin-Milwaukee
Sawin, et al. (2010). Nurse researchers in children's hospitals, *Journal of Pediatric Nursing*, 25(5), 408-417.

National Pediatric Nursing Science Collaborative Members



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