

How to Develop, Implement, and Evaluate a Professional Practice Model

Session Number C817

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St. Cloud Hospital, St. Cloud, Minnesota



Objectives

- Learn how to develop, implement, and evaluate a professional practice model.
- Explore concepts for successful PPM dissemination and integration into nursing practice.



St. Cloud Hospital Profile

Licensed Beds	489
Inpatient Admissions	26,073
Patient Days	114,670
Average LOS	4.40 days
Outpatient Visits	269,799
Emergency Trauma Visits	61,980
Home Care Visits	34,801
Number of Surgeries	14,352
Licensed Beds	489
Inpatient Admissions	26,073



Nursing Profile

	RNs	LPNs	PCAs
Employed	1,571	306	658
Skill Mix	65%	12%	23%
Turnover Rate	10.1%	17.8%	24.1%
Vacancy Rate	4.9%	9.3%	10.6%
RN Nurse Leaders with Master's Degree		43.75%	
Direct-care RNs with Bachelor's Degree		65.14%	
Advanced Practice RNs		46	
National Certification			
RN Nurse Leaders		87%	
Direct-care RNs		37%	



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Magnet Recognition Program® Journey

St. Cloud Hospital has been honored with the ANCC Magnet Recognition Program® three consecutive times since 2004.

We are journeying toward the fourth honor in 2017.



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How to Develop, Implement, and Evaluate a PPM

1. Review Nursing And Patient Standards
2. Search For Resources
3. Gather A Team
4. Cultivate The Model
5. Reveal The Model
6. Plan For Implementation
7. Spread The Model
8. Validate Through Research
9. Promote The Model
10. Disseminate And Celebrate


in 10 Steps




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How to: Step 1




- Review the status of the nursing and professional practice environment
- Magnet Recognition Program® Requirements
 - Professional Practice Model
 - Clinical nurses are involved in the development, implementation, and evaluation of the professional practice model.
 - Care Delivery Systems
 - Nurses are involved in interprofessional collaborative practice within the care delivery system to ensure care coordination and continuity of care.
 - Nurses incorporate regulatory and specialty standards/guidelines into the development and implementation of the care delivery system.




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How to: Step 1




- Review the status of the nursing and professional practice environment
 - Nursing Scope and Standards of Nursing Practice
 - Nursing Code of Ethics
 - Nursing Care Delivery System
 - Patient Outcome Standards



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How to: Step 1



- Review the status of the nursing and professional practice environment
 - Relationship-Based Care
 - Healthy Work Environment
 - Shared Governance
 - Transformational Leadership
 - Public Reporting, Core Measures:
 - Volume Based to Value Based



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How to: Step 2

- Search for Resources

- Literature review

- About PPMs
 - Components and frameworks for development
 - Development, implementation, and evaluation techniques
 - Existing PPMs

- Web search

- Visual presentation and appeal

- Experts and consultants



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How to: Step 3

- Gather a team of nurses from multiple specialties and levels of experience

- Innovate and envision:

- What is important?
 - What do we value?
 - What describes nursing?
 - What is good about our practice?
 - What are our beliefs?
 - What do nurses do?
 - What influences nursing practice?



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How to: Step 4

- Cultivate the model

- Synthesize your findings – put it all together

- Seek internal and external guidance

- Nurse leaders encouraged PPM taskforce to “keep it simple” and ensure a “good fit” for nursing practice
 - Tasked with keeping the model “real” and “future oriented”
 - Sought external expertise



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How to: Step 4

- External Expertise

- Gail Wolf, PhD, RN, FAAN

- Professor, University of Pittsburgh
 - Chair of the Commission on Magnet® Recognition
 - Published expert on Professional Practice Models



- Presented to St Cloud Hospital's Nurse Planning Day in June 2010

- Outlined PPM definition from Magnet Recognition Program®



- Described core PPM components

- Associated PPMs with the words *journey, direction, course, and navigate*



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How to: Step 4

- Core PPM Components:

- Mission
 - Environment
 - Vision
 - Professional Values
 - Management & Governance
 - Care Delivery
 - Professional Relationships
 - Recognition & Reward (Development)



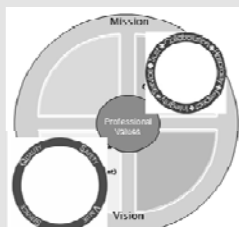
Huffart N, Woods C. Elements of a Nursing Professional Practice Model. *Jour of Prof Nsg* 1996;12 (6) pp. 354-364



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How to: Step 4



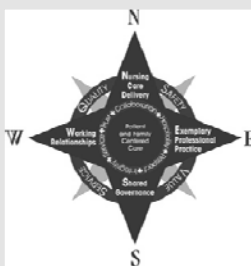
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How to: Step 4

The Compass: St. Cloud Hospital's Nursing Professional Practice Model

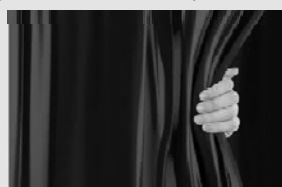
A professional practice model describes how nurses practice, collaborate, communicate, and develop professionally. It defines what is important to nurses and drives current and future nursing practice at St. Cloud Hospital. Through the PPM we achieve optimal patient outcomes.



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How to: Step 5

- Reveal the Model
 - First public presentation of the model occurred during Nurses Week in May 2011



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The Compass: St. Cloud Hospital's Nursing Professional Practice Model

A professional practice model describes how nurses practice, collaborate, communicate, and develop professionally.

Driven by the Mission, Vision, and Values of Nursing at St. Cloud Hospital.

Working Relationships
Relationship Used Care
Healthy Work Environment
Collaborative Practice
Culture of Safety
Crediting and Mentoring
Recognition
Community Outreach



Shared Governance
Shared Governance
Transformational
Leadership
Staff Engagement

Nursing Care Delivery
Minnesota Nurse Practice Act
The Nursing Scope and Standards of Nursing Practice
Coordination of Care
Case Management
Nursing Provision of Patient Care

Exemplary Professional Practice
Professional Growth
Autonomy
Innovation
Nursing Scientific Indicators
Performance Improvement
Evidence-Based Practice
Nursing Research
Clinical Leadership Program
Magnet Designation

How to: Step 6

- Plan for Implementation
 - Develop an action plan
 - Ensure all RNs know and understand the model
 - Inspire all RNs to value and believe in the model
 - What words and feelings does this picture invoke?



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How to: Step 6

- Initial and ongoing education
 - Live, interactive education
 - Lynn's Journey: Guided by Our Compass
 - Brochure / Poster
 - Music
 - Education session feedback:
 - *This is probably the best "mandatory education" I've attended, and I'm spreading the word too!*
 - *Hearing this made me even prouder to be a nurse at St. Cloud Hospital.*



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How to: Step 7

- Spread the model
 - Begin to weave it into the daily fabric of professional nursing
 - Expectations outlined for leaders to communicate and integrate PPM within respective areas of responsibility
 - Unit meeting discussions
 - Unit level agendas
 - Bulletin boards
 - Department level implementation




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How to: Step 7




- Spread the Model
 - Nursing Orientation
 - Job Descriptions
 - Performance Appraisals
 - Strategic Plan
 - Awards And Recognition
 - Publications
 - Performance Improvement Plan







How to: Step 8

- Validate through Research
 - Conducted a 3 phase study to evaluate application of The Compass in professional nursing practice using an organization-specific measurement tool
 - Phase I – develop and establish reliability and validity of organization-specific assessment tool
 - Phase II – survey hospital RNs to determine baseline prior to implementation of The Compass
 - Phase III – re-survey hospital RNs one year after implementation of The Compass

How to: Step 8

- The Compass Assessment Tool (COMPAT)
 - Establish correlation of nurses' perception of professional nursing practice with The Compass components using consistent interval measurement
 - Two focus groups of nurse leaders established face and content validity of 0.88
 - Nine nurses in pilot unit established reliability of 0.92

How to: Step 8

- 20 questions related to PPM Components*

- Nursing Scope and Standards of Practice
- Coordination of Care/Case Management
- Provision of Patient Care (staffing)
- Professional Growth
- Autonomy
- Innovation
- Nursing-Sensitive Indicators
- Performance Improvement
- Evidence Based Practice
- Nursing Research
- Clinical Ladder
- Shared Governance
- Transformational Leadership
- Relationship Based Care
- Healthy Work Environment
- Collaborative Practice
- Culture of Safety
- Coaching and Mentoring
- Recognition
- Community Outreach

* Plus demographics



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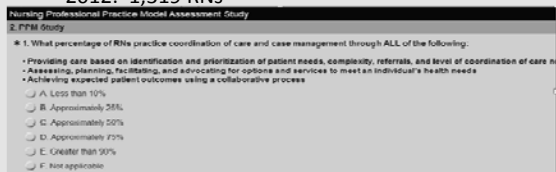


How to: Step 8

- Electronic survey

– 2011: 1,253 RNs

– 2012: 1,319 RNs



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How to: Step 8

- Each question assessed aggregate RN practice
- Responses were converted to a numeric score

Numeric Score	Answer
5	Greater than 90% of RNs
4	Approximately 75% of RNs
3	Approximately 50% of RNs
2	Approximately 25% of RNs
1	Less than 10% of RNs





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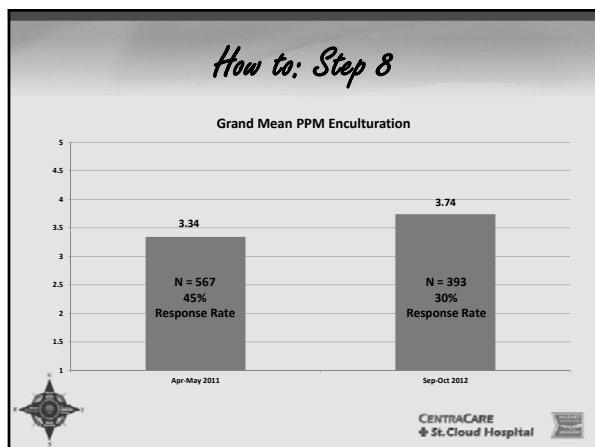


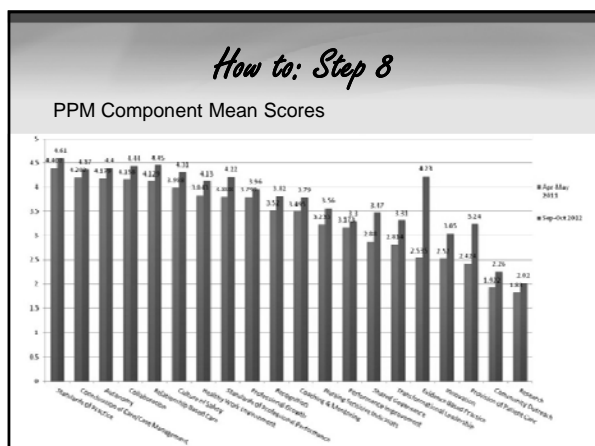
How to: Step 8

- Data Analysis
 - Calculated mean, standard error, and z-score for statistical analysis to compare PPM components and departments
 - To analyze the difference between component mean scores pre- and post-Compass implementation, t-tests: two unequal sample sizes, equal variances, were calculated
 - Departments with at least 11 respondents were included in department-specific statistical analysis












How to: Step 8

- 3 Levels of PPM integration were established based on statistical analysis using standard error
 - Low: more than 2 standard errors below mean
 - Medium: within 2 standard errors above or below mean
 - High: more than 2 standard errors above mean

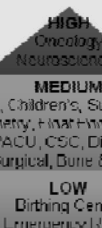


How to: Step 8

HIGH
Oncology,
Neurosciences

MEDIUM
Rehab, Children's, Surgery, ICU,
Telemed, F/Maternal, Medical,
PACU, CSC, Dialysis,
Surgical, Burn & Joint

LOW
Birthing Center
Emergency Room


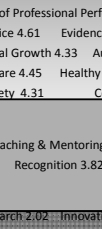



How to: Step 8

Coordination of Care/Case Management 4.37
Standards of Professional Performance 4.22
Standards of Practice 4.61 Evidence-Based Practice 4.23
Professional Growth 4.33 Autonomy 4.40
Relationship Based Care 4.45 Healthy Work Environment 4.13
Culture of Safety 4.31 Collaboration 4.44

Coaching & Mentoring 3.79
Recognition 3.82

Research 2.02 Innovation 3.05
Nursing Sensitive Indicators 3.56
Performance Improvement 3.30
Shared Governance 3.47
Transformational Leadership 3.31
Community Outreach 2.26



How to: Step 8

Independent 2 sample t test (p=)	
Coordination of Care/Case Management	0.04
Provision of Patient Care	<0.01
Standards of Professional Performance	<0.01
Standards of Practice	<0.01
Evidence Based Practice	<0.01
Research	<0.01
Innovation	<0.01
Nursing Sensitive Indicators	<0.01
Professional Growth	<0.01
Autonomy	<0.01
Performance Improvement	0.09
Shared Governance	<0.01
Transformational Leadership	<0.01
Relationship Based Care	<0.01
Healthy Work Environment	<0.01
Culture of Safety	<0.01
Coaching & Mentoring	<0.01
Collaboration	<0.01
Recognition	<0.01
Community Outreach	<0.01

How to: Step 9

- Promote the Model
 - Formalized the PPM task force to the Professional Practice Model Committee
 - Enculturation plan
 - Performance Appraisal Goals structured on The Compass
 - Clinical Ladder
 - Performance Improvement
 - Nursing Strategic Plan



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How to: Step 9

- Promote the Model
 - The Compass was added to organization's external website
 - Received positive feedback from newly hired and newly licensed nurses regarding The Compass
 - Framed pictures of The Compass on display in prominent public and patient care areas

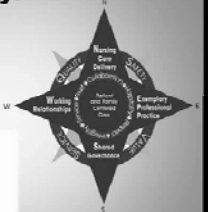


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How to: Step 8

Lynn's Journey:
Guided by Our Compass





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How to: Step 10

- Disseminate and Celebrate
 - Annual celebration during Nurses' Week
 - Themes are selected from The Compass
 - Publication
 - Presentations
 - Consultation

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