

- MAPPING AN INNOVATIVE FUTURE - PIONEERING THE HEALING ORGANIZATION

SESSION C708
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Introductions

Veda Andrus, EdD, MSN, RN, HN-BC

Vice President, Education and Program Development
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President / CEO
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Director of Professional Practice and Research
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Ann Marie Leichman, MSN, RN, NEA-BC

CNO / Vice President, Patient Care Services
The Valley Hospital



The Valley Hospital

Ridgewood, New Jersey



- 451 bed full service acute care hospital
- 2nd busiest hospital in the state of New Jersey based on admissions
- Highly competitive marketplace with 7 acute care hospitals within 10 miles
- Third consecutive Magnet® designation in 2013

The Valley Hospital - The BirchTree Center A Collaborative Partnership

The Valley Hospital

1998 – new CNO - Linda Lewis, MSA, RN, NEA-BC, FACHE

“What I learned over the first 30 days in my role was that nursing, the heart of any hospital, was certainly in “congestive heart failure” as a result of apathy and distrust. We realized that we needed to do something quickly to re-engage the nursing professional for our long-term success. As the new CNO, this was a heartbreaking reality for me, and it immediately became my highest priority.” p. 21.



“There was a genuine commitment to nursing, albeit a small flame. We had to co-create a model to ignite it once again.” p. 22.

Lewis, L. (April, 2009). Mission Critical: Building a Culture of Excellence. Nurse Leader, 7(2), 20-24.

The Valley Hospital - The BirchTree Center A Collaborative Partnership

The environment at the time:

- Lack of compassionate caring presence
- High RN turnover
- Low patient satisfaction
- Quality of care issues
- Lack of participation in programs
- General lack of pride for professional nursing roles



Re-ignite the soul of nursing

The Valley Hospital - The BirchTree Center A Collaborative Partnership

The BirchTree Center for Healthcare Transformation

- Nurse-owned holistic and integrative nursing education company: Florence, Massachusetts
- Focus: transforming organizational cultures - creating healing environments

Presented at The Valley Hospital

- The Integrative Healing Arts Academy™ (2001-present)
- Transformational Leadership for Innovative Organizations™ (2014)



Robert Wood Johnson Foundation New Jersey Health Initiatives Recruitment-Retention Grant (2003)

A Return to Caring and Healing:

Enriching the Professional Practice Environment for Registered Nurses

Objective:

To evaluate The Integrative Healing Arts Academy on nurse retention, nurse peer group caring interactions, organizational climate for caring, and patient satisfaction

Process:

2 in-patient units (N=36 – 54% and 36% saturation)
Attend The Integrative Healing Arts Academy – one year
1 control unit – did not attend program



Measurements:

Unit-specific turnover
Patient satisfaction (Press-Ganey)
Nursing job satisfaction (Nurse-Work Index)
Perception of caring practices (Peer Group Caring – Organizational Climate for Caring)
Focus groups (actual experiences)



Robert Wood Johnson Foundation New Jersey Health Initiatives Recruitment-Retention Grant (2003)

A Return to Caring and Healing:

Enriching the Professional Practice Environment for Registered Nurses

Outcomes:

Increase patient satisfaction
90 percentile both units – end of study (Press-Ganey)
Decrease RN turnover –
5.71% and 16.13% - start of study
0% on both units - end of study
Increase nursing satisfaction
Increase RN caring perceptions



"The reduction in turnover alone more than offset the cost of implementation. Agency nurse usage which averaged \$3-5 million in recent years fell to less than \$150,000 and all patient outcomes measures, i.e., falls, medication errors, infection rates, are setting new record lows."

Christianson, J., Finch, M., Findlay, B., Jonas, W., & Choate, C. (2007). *Reinventing the Patient Experience: Strategies for Hospital Leaders*. Chicago: Health Administration Press.

Integrative Healing Arts Academy™

- Curriculum is based on the principles of holistic health, therapeutic presence, and person centered care
- 25-30 members per cohort
- All areas of nursing represented



Integrative Healing Arts Academy

- Nurses develop skills:
 - self-awareness
 - self-renewal /self-care
 - presence
 - intentionality
 - stress management
 - mindfulness
 - resilience
- Use in the workplace and personally
- Reinforce the relationship between caring for self and increasing one's capacity for excellence in nursing practice



Integrative Healing Arts Academy

"Self-care is never a selfish act - it is simply good stewardship of the only gift I have, the gift I was put on earth to offer others."



Parker Palmer

Let Your Life Speak: Listening for the Voice of Vocation, p.30.

Integrative Healing Arts Academy

Game changers:

- Allow time for nurses to embrace self-care and holism as part of their professional role
- Leads them to model and teach their patients
- Needs support and role-modeling from leadership to change the culture



Integrative Healing Arts Academy

- Caring for self
- Transformational Leadership
- Effective holistic communication
- Philosophy of spirituality and healing
- Psychoneuroimmunology
- Mindfulness and resilience techniques
- Modern nutrition and supplementation
- Evidence based integrative modalities such as music therapy and aromatherapy



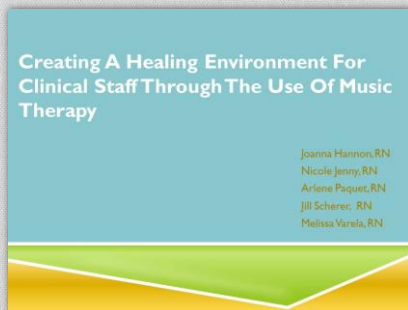
Integrative Healing Arts Academy

Unit-based Practicums



Integrative Healing Arts Academy

Unit-based Practicums



Integrative Healing Arts Academy

Unit-based Practicum

Integrative Healing Arts Academy Cohort XIV
Team Chi Presents

A Mindful Breath



Paula Buenaventura, RN, Kristine Sisco, RN,
Meliza Garrido, RN, Maryse Kloss, RN,
Michael Mutter, RPh, and Patricia Reiners, RN

Integrative Healing Arts Academy

Unit-based Practicum

What is a "Mindful Breath"?

- Conscious awareness of breathing
- Enhances openness and centeredness
- Our definition: 'An action that catalyzes an opportunity to be truly present with our patients.'
- **Purpose:** To determine what impact Mindful Breathing has amongst critical care nurses on the nurse/patient experience with the aids of a visual cue (i.e. "Mindful Breath" sticker) and action (i.e. sanitizing hands) prior to entering patient's rooms.

Bless, 2006



Integrative Healing Arts Academy

Unit-based Practicum



"Mindful Breath" Stickers on Hand Sanitizers

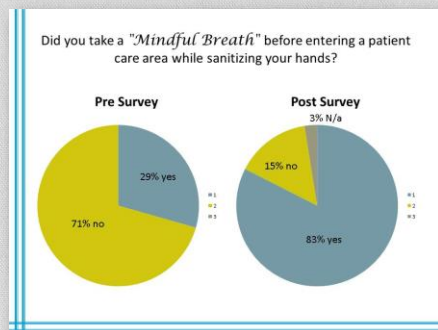
Integrative Healing Arts Academy

Unit-based Practicums



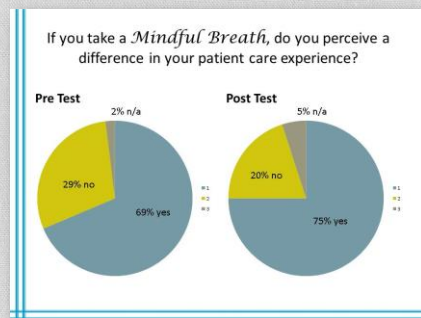
Integrative Healing Arts Academy

Unit-based Practicums



Integrative Healing Arts Academy

Unit-based Practicums



National Board Certification in Holistic Nursing

At the conclusion of the program:

- Nurses graduate with a certificate in Integrative and Holistic Nursing
- Prepared with the required experience, skills, and knowledge to sit for the national board certification in holistic nursing
- American Holistic Nurses Certification Corporation AHNCC.org administers the exam
- Meets the criteria for certifications listed in the Demographic Data Collection Tool™ (DDCT) by ANCC.
<http://www.nursecredentialing.org/Magnet/DemographicInfoForm.aspx>

Integrative Healing Arts Academy Impact

"It has changed completely. I start my day with setting an intention; I take a few deep breaths before going to the unit to make sure that I bring a quiet and positive energy with me. I take my time when I do rounding to actively listen to my patient and take care of their needs as soon as possible."

"I have become a calmer nurse. I think I have a more positive attitude toward my unit and co-workers. My manager says that she has noticed a difference in my demeanor. Yes, I was heading into a burnout, but the only fire now is the one in my soul."

"I'm a more mindful and present person for myself and my patients. Thank you for allowing me to understand the importance of self care. ☺"



"It validated my personal belief of how our relationships with our colleagues, our patients and families should be. Presence first, task second."

Integrative Healing Arts Academy Impact

- Culture change
- Knowledge transfer
 - ~ Integrative Healing Council
 - ~ New roles for nursing
- Practice changes - new knowledge and innovation
 - ~ Project impact on nurse/unit
 - ~ Tracking referrals



Integrative Healing Arts Academy Impact

Ownership

- Requested deepening leadership commitment to this model of practice
- Developed the confidence to lead this model at the unit level



Articulation

- Increased personal and professional accountability for their contribution to creating a healing environment for patients and coworkers
- Valuing therapeutic presence and compassionate care
- Connection to caring science practice model and clinical excellence

Building the Business Case

Transformational Leadership for Innovative Organizations™

- ❖ Timing was right
- ❖ Created the turning point
 - ~ Leaders adopting Transformational Leadership concepts and behaviors
- ❖ “Ah-ha” moments
- ❖ Improved Emotional Intelligence
- ❖ Corresponded with their workload needs
- ❖ Correlated with current and ongoing organizational priorities



Transformational Leadership for Innovative Organizations

- ❖ Holistic Practice became a significant presence in the organization
- ❖ Program outcomes enhanced interest/engagement
- ❖ Structural Empowerment
 - ~ Supporting self-directed teams
 - ~ Leaders and clinical caregivers now study and conduct projects together
 - ~ All projects are chosen based on unit/team needs and are not leader driven
- ❖ Internal Audiences
 - ~ Projects are presented internally at appropriate councils and forums



Structure

NEW ROLES

Integrative Healing Practitioner



Holistic Birth Coordinator

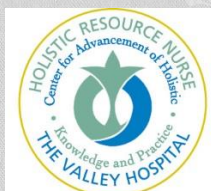
Structure

- Integrative Healing Arts Academy Attendance
- National Board Certification in Holistic Nursing



Structure

- Volunteer Nurse Program
- Integrative Healing Resource Nurses





Structure

The Center for the Advancement of Integrative Healing

- ❖ Mission
- ❖ Course Offerings
 - Foundations of Holistic Practice and Care
 - Essential Oils for Clinical Practice
 - Guided Imagery



Structure

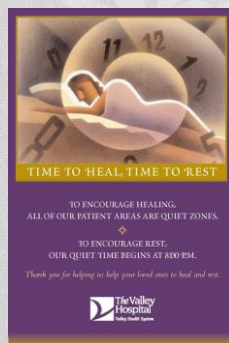
Touch Therapy



Energy Therapy

Process

- Town Hall meetings
- Integrative Healing Council
- Bedside Harp
- Quiet Time
- Nursing Newsletter: *Vital Capacity*
- Renewal Room/Zen Den

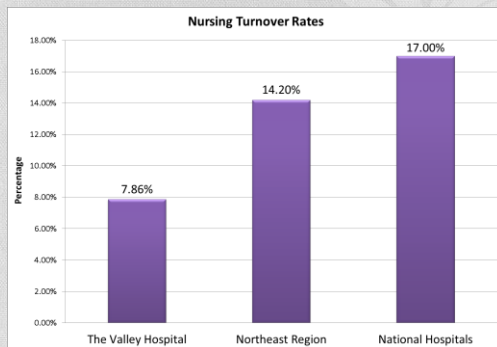


Organizational Outcomes: Patient Satisfaction

HCAHPS Questions	The Valley Hospital	New Jersey Average	National Average
Patients who reported that their nurses "Always" communicated well	85%	76%	79%
Patients who reported that their doctors "Always" communicated well	85%	78%	82%
Patient who gave their hospital a rating of 9 or 10 on a scale from 1 (lowest) to 10 (highest)	80%	64%	71%
Patients who reported YES they would definitely recommend the hospital	83%	67%	71%

The Valley Hospital HCAHPS scores for calendar year 2013. Publically reported HCAHPS scores lag by one year.

Organizational Outcomes:



Dissemination of Work to External Audiences

- Publications: 4
- Interviews: 9
- Podium Presentations: 9
- Poster Presentations: 7

Nursing Research

- The Effect of the Essential Oil Ginger (*Zingiber officinale*) on Post-operative Nausea and Vomiting
- The Use of the 'M' Technique in the NICU



Nursing Research

The Effect of a Drumming Circle on Perceived Anxiety in Drumming-naïve Adults



Most Recent Accomplishment





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