- MAPPING AN INNOVATIVE FUTURE -
PIONEERING THE HEALING ORGANIZATION

SESSION C708
OCTOBER 7, 2015 — 11:30-12:30
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Presented by:
Ann Marie Leichman, MSN, RN, NEA-BC
Beverly Karas-Irwin, DNP, RN, NP-C, HNB-BC, NEA-BC
The Valley Hospital, Ridgewood, New Jersey

Marie Shanahan, MA, BSN, RN, HN-BC
Veda Andrus, EdD, MSN, RN, HN-BC
The BirchTree Center for Healthcare Transformation , Florence, Massachusetts

Introductions
Veda Andrus, EdD, MSN, RN, HN-BC
Vice President, Education and Program Development
The BirchTree Center for Healthcare Transformation

Marie Shanahan, MA, BSN, RN, HN-BC
President / CEO
The BirchTree Center for Healthcare Transformation

Beverly Karas-Irwin, DNP, RN, NP-C, HNB-BC, NEA-BC
Director of Professional Practice and Research
The Valley Hospital

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.


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 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)

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.”

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

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
• 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

Creating A Healing Environment For Clinical Staff Through The Use Of Music Therapy
Joanna Harnett, RN
Halel Jepst, RN
Arline Roque, RN
Jill Edgert, RN
Melina Vront, RN
Integrative Healing Arts Academy
Unit-based Practicums

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

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 aid of a visual cue
(i.e. “Mindful Breath” stickers) and action (i.e. 
sanitizing hands) prior to entering patient’s rooms.

“Mindful Breath” Stickers on Hand Sanitizers
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."

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

"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."

- 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
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
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
HCAHPS Questions

<table>
<thead>
<tr>
<th>HCAHPS Questions</th>
<th>The Valley Hospital</th>
<th>New Jersey Average</th>
<th>National Average</th>
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</thead>
<tbody>
<tr>
<td>Patients who reported that their nurses &quot;Always&quot; communicated well</td>
<td>85%</td>
<td>76%</td>
<td>79%</td>
</tr>
<tr>
<td>Patients who reported that their doctors &quot;Always&quot; communicated well</td>
<td>85%</td>
<td>78%</td>
<td>82%</td>
</tr>
<tr>
<td>Patient who gave their hospital a rating of 9 or 10 on a scale from 1 (lowest) to 10 (highest)</td>
<td>80%</td>
<td>64%</td>
<td>71%</td>
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<tr>
<td>Patients who reported YES they would definitely recommend the hospital</td>
<td>83%</td>
<td>67%</td>
<td>71%</td>
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The Valley Hospital HCAHPS scores for calendar year 2013. Publically reported HCAHPS scores lag by one year.

Organizational Outcomes:
Patient Satisfaction

Organizational Outcomes:

Dissemination of Work to External Audiences

- Publications: 4
- Interviews: 9
- Podium Presentations: 9
- Poster Presentations: 7
The Effect of the Essential Oil Ginger (Zingiber officinale) on Post-operative Nausea and Vomiting

The Use of the ‘M’ Technique in the NICU

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

Nursing Research

Most Recent Accomplishment
References


Contact Information

Veda Andrus EdD, MSN, RN, HN-BC
vandrus@birchtreecenter.com

Marie Shanahan, MA, BSN, RN, HN-BC
mshanahan@birchtreecenter.com

Beverly Karas-Irwin DNP, RN, NP-C, HNB-BC, NEA-BC
karabe@valleyhealth.com

Ann Marie Leichman MSN, RN, NEA-BC
aleichm@valleyhealth.com