


Opportunity Keeps Knocking!
An Internal Opportunity Board
Engages
Clinically-Advanced Nurses

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Learning Objectives



- Identify structures and processes needed to develop and sustain an Internal Opportunity Board.
- Discuss successful strategies to engage leadership and clinically-advanced nurses in the use of an Internal Opportunity Board.





Cincinnati Children's





Main Campus



Liberty Campusus





College Hill Campus





Cincinnati Children's
Nurses




- **3,756** Nurses
- **> 1,225** Certified Nurses
- **2,791** Direct-care nurses
- **353** APRNs













Background




- CCHMC Nursing Education Structure
 - **Centralized** Education Consultants
 - Housewide education
 - **De-centralized** Education Specialists
 - Unit-based education
 - **Divisional** Nursing Profession Education Council
 - Purpose: Provides direction for the Division of Nursing professional education and development to ensure the delivery of safe, high quality evidence-based care.








Background (cont'd)




One Centralized Education Consultant's vision was to have a central repository created to have clinical experts sign-up to be supplemental resources for education needs.





 Background (cont'd) 


At the same time.....review of our Clinical Advancement process at CCHMC identified a gap in the use of clinically-advanced nurses as subject matter experts in housewide projects.



- **880 RNIIIs**
- **112 RNIIs**




 Background (cont'd) 



Through good fortune, Emily and I connected as she began the senior year of her Master degree education.




 Optimizing a Potential 



- Nursing Professional Education Council Chair completing MSN in Nurse Executive Leadership Track.
- Collaboration of Linking the *needs* within the organization with the *wants* of the clinically advanced nursing staff.
- Synergistic relationship to create expectations, offer resources, and encourage individual contributions.



 An Idea Comes to Life 


Marrying the idea from the Centralized Education Consultant, and the need for utilization of our clinically advanced experts resulted in the birth of the Internal Opportunity Board (IOB).



 What is the opportunity board? 

- Matches “needs” and “wants” for nurses at CCHMC.
- Alignment with revised Clinical Advancement expectations.
- Utilizing resources within the nursing staff at CCHMC for professional growth.

PROFESSIONAL GROWTH
OPPORTUNITIES LEARNING AND SHARING



 Screenshot 

Opportunity Board

the content presented on this page is to utilize the experience and expertise of the nursing staff, promote professional growth, and participate in succession planning. Listing the “needs” with the “wants” by establishing a central repository of opportunities for nurses to provide clinical input in their area of expertise helps to align the nursing staff’s professional growth with the needs of the organization.

“Needs” - opportunities available for staff to participate in.

help wanted with...

“Wants” - My professional contributions
I am a subject matter expert in...
I am interested in... (research, content review, etc.)
I can help with...

Please view the [Opportunity Board](#) Announcement for additional information.

Needs

S&B Checks **Policy/Procedure/Guideline Review** **PN/PCA Orientation**

Wound Administration/Infusion pumps 05/25/2015

Vascular Access/Blood Draw 05/26/2015

Wants

Research/Quality Improvement [Add an announcement]



Wants

S&B Checks


Sample forms - Please view before completing the My Professional Contributions Form 05/25/2015



My Professional Contributions Form 05/25/2015




 Purpose of the IOB 



- Utilize the expertise and experience of nursing staff.
- Promote professional growth.
- Participate in succession planning and building the team.




 Pilot January-March 2015 



- Ambulatory: ENT Division
- Med/Surg Unit: GI Colorectal
- Periop: PACU
- Total: 62 Clinically advanced nurses




 Internal Opportunity Board 



- Pilot originates with webpage found under the Patient Services Tab on CenterLink.
- Opportunities were listed for the clinically advanced nursing staff on the pilot units to explore ways to enhance professional growth within CCHMC.
- Nursing Professional Education Council (NPEC) and Center Professional Excellence (CPE) developed a partnership to explore utilization.




 **Pilot Roll-Out** 



1. Informational meeting with pilot units
2. Survey deployed for baseline status January 2015
3. Opportunity Board opens on pilot units Feb 2015
4. Weekly reminder emails sent to staff for engagement
5. Post implementation survey
6. Data collected and analyzed
7. Information shared with each unit




 **Project Design** 


- The IOB project was a qualitative study with a pre-implementation survey and post-implementation survey.
- Pilot metrics include the number of webpage hits and survey results.
 - Total Webpage Hits: 787
- Spread to organization includes.....outcomes measures.....



 **Innovative Communication During Pilot** 


- Initial education to the pilot units with attendance at a staff meeting or a brief video of the power point presentation.
- E-mail communication with links to surveys (weekly reminders).
- Two minute video link sent to pilot units to describe the board with a personal connection.







Innovative Communication

During Pilot cont'd




- Attendance at staff meetings and on the units to address questions, listen to suggestions, encourage exploration.
- Discussion and update at Nursing Professional Education Council meeting to share progress and enhance communication.






Strategies to Engage Nurses



- Presentation to divisional, cluster, and coordinating shared governance councils through July, August and September of 2015.
- Discussion of inclusion of participation in goal setting for councils to encourage participation.
- Updates of the IOB in real time to keep the "opportunities" a reflection of the priorities within the organization.
- Article written in "Care Extraordinaire" for housewide education.



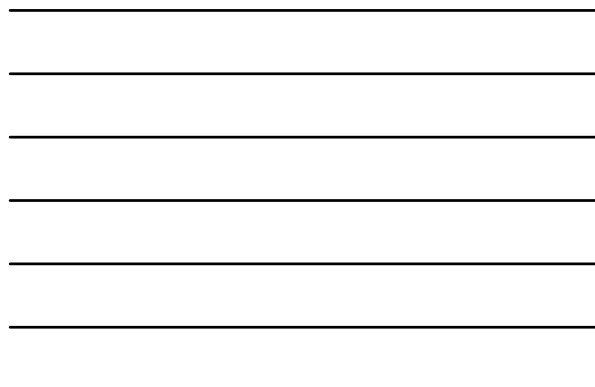




Linking the IOB to Purposeful Work














Spread



Efforts to spread awareness and use of the IOB begins....





Dialogue with Clinical Directors and Educators


- Dialogue and presentation was shared at meeting with Clinical Directors and Educators.
- Acknowledge 67% of clinically advanced nurses in the pilot study recognized managers as their primary source of identifying opportunities for professional growth.
- Relationships and support provided by managers and educators with direct care nurses influences their level of anticipation and ability to seek new experiences.







Strategies to Engage Nurses




- Presentation to divisional, cluster, and coordinating shared governance councils throughout July, August and September of 2015
- Discussion of inclusion of participation in IOB work in goal setting for councils to encourage participation
- Updates of the IOB in real time to keep the "opportunities" a reflection of the priorities within the organization
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How to sustain IOB




- Despite the assistance of a centralized Applications Specialist to update the content on the IOB intranet site, Emily was really an "n of 1" in seeking "opportunities" to post.
- This model was not sustainable.








Shared Governance






- With the belief that the majority of opportunities posted on the IOB would be education related, a home with Divisional Nursing Profession Education Council (NPEC) was sought.
- Divisional NPEC's Purpose:
 - Provides direction for the Division of Nursing professional education and development to ensure the delivery of safe, high quality evidence-based care.




 NPEC's role 



- Goal:
 - New NPEC subcommittee takes over ownership of the IOB




 Subcommittee work 


- Create guidelines for what Opportunities should be posted.
 - Criteria include:
 - Centralized education opportunities that need additional clinical experts:
 - Orientation (RNs and UAPs).
 - Housewide annual education.
 - Housewide mandatory education.




 Subcommittee work cont'd 

- Other non-education opportunities needing clinical expertise:
 - Policies, Procedures and Guidelines Review
 - Literature searches that will inform evidence-based practice decisions







Subcommittee work cont'd




- Create "Opportunity Board" email address
 - All requests for education or other opportunities will be sent to a centralized place rather than an individual
 - Identify committee members who will check the email and at what frequency







Subcommittee work cont'd




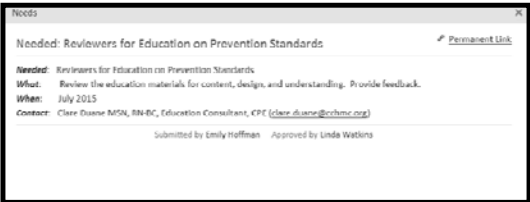
- Subcommittee reviews requests to ensure all information is provided:
 - **What** is needed
 - **When** it is needed
 - **Who** to contact for more information







Example












Subcommittee work cont'd




- Throughout the month the subcommittee members review the requests via email and approve the posting of new opportunities.
- Subcommittee members also reach out to those who have requested an opportunity be posted, to find out if any individuals signed up to be resources for them.




Subcommittee work cont'd




- A Centralized Shared Governance Resource manages the posting of the "opportunities".
- Postings are assigned a begin and end date and will automatically roll off following the end date.




Subcommittee work




- Presents the list of newly posted "opportunities" at the monthly NPEC meeting.
- Provides NPEC quarterly metrics showing the number of opportunities posted, how many were filled, and how many were filled by clinically advanced nurses.




Internal Opportunity Board




- Innovative work in-progress.
- Unique model to engage clinically advanced nurses.






Overall Findings




Sustaining the IOB:
Need to identify on-going ownership of the on-going maintenance of the site, structures, and processes (Nursing Professional Education Council).


Potential:
The IOB opened the door to bidirectional communication with clinical nurses to share nursing excellence and set expectations for professional growth potential.

Cultural Enrichment:
The IOB project demonstrated ways to augment nursing satisfaction in the organizational culture by engaging nurses in shared values.






In conclusion....



➤ Identify structures and processes needed to develop and sustain an Internal Opportunity Board.

➤ Discuss successful strategies to engage leadership and clinically-advanced nurses in the use of an Internal Opportunity Board.





Thank you for attending our session!

Questions?

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