

2015 ANCC National Magnet Conference®

October 8, 2015
3:45pm – 4:45p



C856:

**Transforming an Advanced Practice Nurse Forum
into a Powerful Council:**

The Road to Shared Governance Evolution

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Immediate Past Chair, APN Council
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Chair, APN Council
APN, Digestive Health, Morristown Medical Center, NJ

Disclosure

- The speakers of this contact hour program have no conflict of interests to disclose.

Atlantic Health System





Morristown Medical Center is a 656-bed general medical and surgical teaching facility

**6,612 employees: 1800 nurses
1,588 physicians
198 medical residents
687 licensed beds
40,828 admissions
4,317 births
86,385 emergency visits
419,118 outpatient visits**

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A Bit About Morristown Medical Center

Nationally Ranked Hospital in 5 Adult Specialties:
Cardiology & Heart Surgery,
Geriatrics, Gynecology,
Orthopedics and Pulmonology

Regionally Ranked Hospital
#2 in New Jersey
#5 in New York Metro area

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VISION –
Empowering our communities to be the *healthiest in the nation*.

MISSION -

- Deliver high quality, safe, affordable patient care within a healing culture
- Educate and engage all our human resources
- Innovate through leadership

SHARED VALUES -
Professionalism, Respect, Involvement, Dignity, Excellence

*Institute of Medicine: Safe, Timely, Effective, Efficient, Equitable, Patient Centered

Magnet® Designations at Morristown Medical Center

In 1983, MMC was one of 41 original hospitals in the US recognized by the American Academy of Nursing as a top hospital for recruiting and retaining well qualified nurses, a precursor to the Magnet® designation.

May, 2001-First Designation by ANCC as a Magnet® Hospital

June, 2005 – Magnet® designation

November, 2009 – Magnet® designation

June, 2014 – Magnet® designation

Magnet® Designation

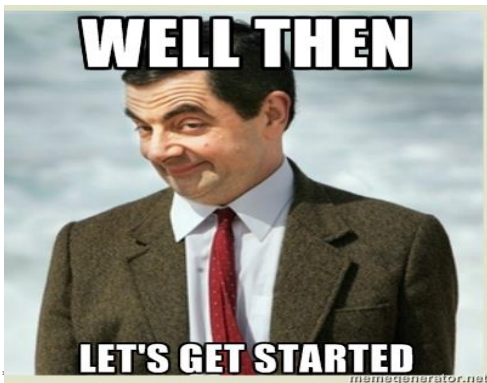
- Only seven percent of hospitals worldwide receive the designation, and of those, less than one percent has received it four times

Dr Trish O’Keefe
President
Morristown Medical Center

A Journey and A How-To

- How many present **already have** an APN Council?
- How many present **are in the process** of starting an APN Council?
- How many present **want to begin** the process of starting an APN Council?
 - Why?

WELL THEN



LET'S GET STARTED

How to Establish a SG APN Council

1. The need
2. Core group
3. Leadership buy-in (essential)

How to Establish a SG APN Council

4. The Bylaws

- a. Who?
- b. What?
- c. How?
- d. Accountabilities?
- e. The Rules?

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How to Establish a SG APN Council

- 5. The Goals
 - a. The focus?
 - b. Who or what are you impacting?
 - c. Measuring the impact.
 - d. Do the goals meet the need of the institution?

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The APN Forum at Morristown Medical Center

Inception: 2009

- a. Network with each other
- b. Meet and greet
- c. Common needs and solutions



Wendy Silverstein,
Manager for SG and
advocate for APNs to
become a council

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APN Forum



- Topics at that time:
 - Peer Review
 - CNS/ NP orientation
 - Magnet® recertification
 - Callista Roy adaptation model for nursing



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Step 1:
Determine the Need for an APN Council
Why Bother?



Step 1: The Need

The IOM Report - Our Call to Action at MMC:

- “This report is really about the future of health care in our country. It points out that nurses are going to have a critical role in that future especially in producing safe, quality care and coverage for all patients in our health care system.”
- -Donna E. Shalala, Ph.D., chair of the Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine (IOM)

The IOM on Nursing

- IOM report (2010) established the need for nurses/ APNs to “practice at a level to the fullest extent of their education and training ”



Initiative on the Future of Nursing. (2010)
<http://thefutureofnursing.org/recommendations>

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Progression and Exploration: APN Forum Over the Next Year

- Quarterly meetings advanced to bi-monthly
- Expansion of topics:
 - a. Incident-Based Peer Review
 - b. CAUTI
 - c. Credentialing

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Step 2: Core Group



The Initial Vision for an APN Council

Developing a "Voice"

1. Cohesion, Networking and Visibility
2. Expertise and consultation
3. Delivery of educational programs
4. In all Shared Governance topics, decision-making processes

Adding Value

- Make a business plan
- Perceived as both aiding in:
 - Patient outcome improvement
 - Enhancement of nursing research





Step 3:
Leadership buy-in (essential)

Leadership Buy-In

1. Maintaining notes and minutes of the process
2. Choosing strong APN leaders
3. Presenting the research

Present the Research

**Advanced Practice Nursing:
Organizational Leadership Model**

- Robert Metzger, DNP, FNP-BC, and Charisse Rivers, DNP, FNP-BC

Why an APN Council?

1. Increased APN

- Attraction
- Satisfaction
- Retention



2. APN connectivity

- Orientation
- Networking
- Consulting for bedside nursing

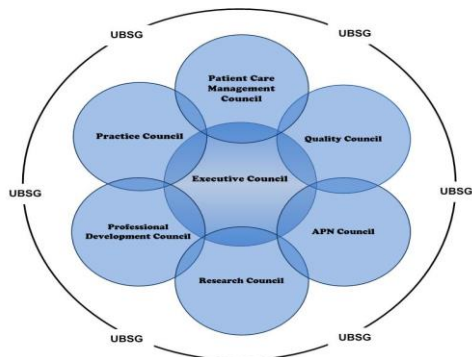
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Forum to Council


- In 2012:
 - Approved to become an APN Council by the CNO and the Executive Council
 - Meeting monthly for 1 hour
- APN representatives
 - Sit on every other council
 - Report back to the APN membership monthly, (now quarterly)

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Morristown Medical Center Hosts 7



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Step 4:.
The Bylaws

The Bylaws Set the Rules

- Membership
- Responsibilities of the:
 - Chair, co-chair
 - Council and cluster representatives
- Obligations of membership
- Timeframes for goal setting and accomplishments
- Roberts Rules
- Documentation

Who Is the APN Membership?

- MMC advanced practice nurses
- Decision maintains the professional diversity
- Employees Only
 - More to come on this topic later

What are the Opportunities of Membership?

Engagement and supportive :

- Develop annual goals.
- Provide a forum for Peer Review
- Development of Advanced Practice
 - Job descriptions
 - Competencies
 - Orientation checklists
 - Evaluations

What are the Opportunities of Membership?

- Facilitate recruitment and retention
- Participate in educational programs
- Participate in Mentorship program
- Serve as preceptors for Master and Doctoral graduate students

What our APNs have to say....

"The APN council has assisted in helping me feel connected to other APNs in the hospital, as well kept me up to date in what is going on at the state level."

"Practice of the APN is complex, people do not always realize how we impact issues and situations, APNs are hugely instrumental in making change happen, not suddenly, but gradually, and ultimately...long lasting."

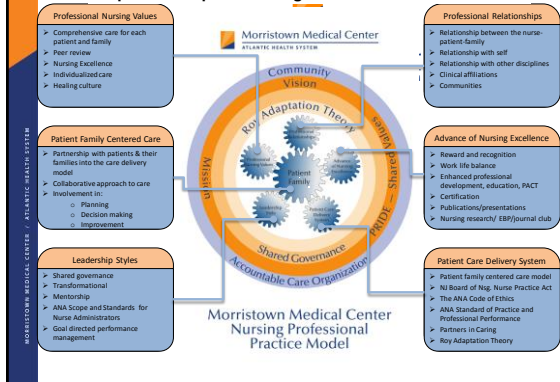
What our APNs have to say....

- *"The Council is much more visible now. Enjoy going to the meetings. I always learn something"*
- *"I had many more opportunities to develop my leadership skills in the council."*
- *"I have to thank the APN Council for helping me find a grant to apply for to help sustain a project I had initiated in the ED."*

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Help to Develop the Nursing Professional Practice Model!



Peer Review

- ◆ A requirement of Magnet®
- ◆ Fosters professional growth

Semi-annually (2x/year)

Track approximately 80-85 APNs (MSN, NP, CNS)

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Peer Review

Methods:

- Clinical Rounding
- Collaboration on Mutual Patient
- Retrospective Record Review
- Case Presentations at the APN Council meetings or service line meetings

Peer Review continued

Factors to Consider with Peer Review:

- Clinical Documentation
- Identification of Problems/Diagnoses
- Assessment/Plan
- Evidence of Collaboration

How does the APN Council fit into the SG structure?

- Monthly communication to the Executive Council, led by the CNO
- Represents the council with:
 - Other Shared Governance Councils
 - Committees, including research and EBP

Nurse Researcher



Milli Kowalski is our nurse researcher extraordinaire. She aids many of our research projects and tracks new knowledge Initiatives and Peer reviews


- Do not currently have a nurse researcher or medical librarian? Reach out:
 - Local academic-based medical centers
 - Any nurse in a BSN or graduate program – access to library databases
 - Local universities
 - Collaborate with their faculty
 - Publish or Perish



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BEST OF ALL?

- You get the opportunity to speak at national conferences




Learn from the best. Magnet® hospitals educate you at the ANCC National Magnet Conference®.

ANCC National Magnet Conference®
OCTOBER 7-9, 2015 | ATLANTA, GEORGIA

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Step 5:
Establish APN Council Goals



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MMC 2015 Goals

- **Goal 1:** Members of the APN Council will participate in **New Knowledge and Innovations** initiative through the provision of Research, Evidence-based Practices and educational programs for Nurses and Allied Health
- **Goal 2:** Development of evidence based continuing **education programs for APNs and RNs at MMC**
- **Goal 3:** **Utilize the APN expertise** to support clinical practice and the quality initiatives relating to the safe patient care



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New Knowledge and Innovations

- This is your research & clinical inquiry
- Ongoing, current, relevant.
- Document, document, document
- Show the outcomes, the numbers
- APN survey by Chair
 - Identify / Track involvement in projects/ research
 - Within their departments
 - Throughout the hospital
 - In the community



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Develop and Promote APN Successes

NICHE
HELP
ACO

Assisting in precepting new medical residents
 Diabetes NPs
 Ventricular Assist Device (VAD) NPs
 Heart Success NPs
 Stroke Coordinator NPs
 Surgical NPs

Service line excellence:
 ortho, oncology, peds, cardiac,
 Discharge and LOS advocates



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Celebrate Your Council / Successes

- **National Nurses Week**
 - Offer an award for APN excellence
- **National Nurse Practitioner Week**
 - The American Association of Nurse Practitioners hosts a website with a resource guide
 - November 9 – 15, 2015

<http://www.aanp.org/all-about-nps/np-week>



Develop and Promote APN Successes: Progression of a Symposium

2013 Nursing and APN Symposium	
Pathways to Nursing Excellence through Evidence-Based Best Practices, Empowerment and Entrepreneurship	
10:00am Registration	
10:30am Welcome	Irish O'Kwelle RN, MN, NE-BC
11:00am Autism Spectrum Disorders	Barry Murphy MS, RN, APN, C
11:30am Nurse Entrepreneurship	Sandra Morrison M.S.N., A.N.P. - BC
12:00pm The Spectrum of Diabetes Management	Rebecca Diglio MSN, APN-C, CDE Diana Scott M.S.N., APN-C, CDE
1:00pm Lunch	
1:30pm The Future of Nursing in New Jersey	Assemblywoman Nancy Manton RN, MSN
2:00pm Cardiorespiratory Pump Failure: What You Need to Know	Josephine Kieran-Clarke MA, ACNP, BC, CRRN
2:30pm Survivorship of Childhood Cancer	Deborah Huband MSN, CNP, CPON
3:00pm Recal Transplantation	Corinne Kemp RN, MSN, APN, NP
3:30pm Psychiatric Needs of Medical Patients	Mary Semmash RN, MSN, APN-BC Christine Anderson Ed.D. Elizabeth Ruggieri LSW
4:00pm Dr. Vinod Sabharwal - Closing Comments	
4:30pm Distribution of Certificates	
5:00pm Dinner	

Develop and Promote APN Successes: Collaboration between Bedside Nurses/APNs

- **Professional Development Council**
 - Distributed nursing staff needs assessment
 - Requests tallied for an advanced physical assessment course
 - To date, 5 courses provided by the APN Council representatives
 - 150 nurses have completed the program



Nurse Consultant Roles for the Staff to Utilize



Kristen deGrandpre
Cardiovascular/ Critical Care



Rachael Santos NICHE



Julie Breen Pain Management



Jon Sugarman ED geriatrics
Eleni Pellazgu – Metabolic
Doreen Rasp- GI
Ruth Lin – Oncology
Sue Prester
(Past chair) – Surgical
Laura Pesce – Vascular surgery



Collaborate with the Community-Based APNs



Empower Legislative Awareness



We are strong (in numbers too)

ANA (2015) documents 3.4 million nurses

- **More than 24,000 nursing master's degrees and nearly 2,200 nursing doctoral degrees were awarded in 2011 (HRSA, 2013).**
- The number of master's and doctoral graduates increased by 67 percent from 2007 to 2011 (HRSA, 2013).

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Nurses Train For the Hill

- "Getting to the table is the hardest part of the process."
- "Nurses have to be at the right table."

Knutsen, R. (2015)

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Connect to Your Legislative Branches

[Nancy Munoz MSN, CNS](#)

Assemblywoman from the state of NJ



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Connect to Your Legislative Branches

- Regulatory/Legislative Involvement
 - Locally, State, National
- Invite a legislator:
 - To address the APN Council,
 - Then educate THAT legislator!

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Connect to Your Legislative Branches

- *Invite your VP for Government Affairs to address/ update the APN Council*

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Our VP of Regulatory and Government Affairs Madeline Ferraro, Esq



Madeline

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Empowerment on Boards

- **Doctors – 20% of the board seats**
- **Nurses – 6% (2011) American Hospital Association governance survey**
- **A Nurse Leader- cites < 6 % of today's voting members are nurses.**
- **“Without a nurse trustee, boards lack an authority on the patient experience, quality and safety, and the largest part of the hospital workforce,” (Trustee, 2014)**



- **Legislative Boot Camp for Nurse Leaders**
- **Nov. 19, 2015**
- **New Jersey Hospital Association, Princeton, NJ**
- **OVERVIEW:**
- **Provide examples of how nurses can translate their hands-on experience with patients into steps that will influence policy.**
- **The public needs the voice of nursing in public policy and the time is now to move forward to advocate for patients in these various arenas.**

Networking Outside of the Acute Care Setting

- **Professional networking**
 - **New opportunities for:**
 - **Clinical experiences**
 - **Research projects**
 - **Growth**
 - **Power in numbers**

American Nurses Association & the State Nurses Association

- Establish a standing agenda item for representation from state nurses association/ ANA
 - A “connected” APN
- They are valued resources regarding bills and healthcare issues in your state legislature

Future Vision: We are Not Just NPs

1. Identifying and reaching out to:
 - CNS
 - MSN
2. Highlighting their contributions
3. Increasing their visibility

The Future Vision for an APN Council

MMC APN Goal:

- Extend our Council throughout our system (Corporate APN Council)
- *Once your council is solidly established:*
 - *Explore increasing the APN Council influence*
 - *Establish a Corporate Council*

The Future Vision for an APN Council

- Increase your strength and scope of influence through social media
 - Development of a Facebook page
 - Twitter:
 - We spread the word of the ANA initiative called “Thunderclap” on Twitter on July 22, 2015 at 1030am (EST)
 - “When Nurses Talk, Washington Listens”

<https://www.thunderclap.it/projects/28017-ana-lobby-day>



The Future Vision for an APN Council

- Do Research!!
(it is your door to increased credibility)
 - Quantitative, Qualitative, Mixed
 - Meta-Analysis, Quality Improvement
- EBP, Journal Clubs
- Especially focus on the impact of APN practice on your patient outcomes.

WOW them with the numbers!!





Many Struggles and Obstacles

- a. Membership
- b. Participation Buy-In
- c. Peer Review
- d. Financial
- e. Time for research

Nursing Research at Morristown Medical Center January through June 2015

150% increase from the year before

- 1. Ostomy bridge study retrospective study on utility of ostomy bridges department of surgery and wound care
- 2. Developing a study with doctors on the use of IV hydration and nutrition pre-op to shorten length of stay in surgical patients

More Research!

- 3. Spotter Program: A nurse-driven Patient Safety Innovation
National/International NICHE Conference in Orlando, Florida, April 2015
- 4. Aging Sensitivity, Delirium Prevention & Nursing Career Reflection, March 2015 – William Paterson University, Wayne, NJ

Still More Research!!

5. Atypical Presentation of Illness in Older Adults, April 2015, MMC
6. Progressive mobility –in process
7. Dedicated Education Unit
8. Expansion of HELP (Hospital Elder Life Program to Prevent Delirium) to include feeding and mobility

<http://www.hospitalelderlifeprogram.org/>



And More to Come!

9. The impact of patient satisfaction surveys: Presented at the 83rd Annual Scientific meeting for The American Association of Neurological Surgeons, the Advance Practice Provider section.
10. A Mixed Methods study of Music Therapy: Nurse Referral Patterns and Outcomes of Pain and Anxiety



And More....

11. Poster Presentation:
 - Demystifying the Anabolic Resistance in the critically ill patient: accepted for presentation at:
 - A. NYU Langone Med Center 6/10/15
 - B. MMC research day 6/11/15
 - C. ONE NJ 6/12/15



Keep It Coming!!

12. LVAD patient and weight loss on the road to cardiac transplant: A Case study
13. Therapeutic hypothermia protocol- EBP update phase of order sets
14. Post therapeutic hypothermia fever study- dissemination phase of results:
 - Presentation at NTI in May, 2015
15. Clinical incidence and significance of “j waves” recorded during artificially induced therapeutic hypothermia protocol- research dissemination phase

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Yikes!!

16. Can decompensated heart failure and cardiogenic shock be accurately determined with hemodynamic calculations?- IRB process
17. Critical Care Nurses Education and Practice patterns regarding the use of various methods to obtain hemodynamic data- resulting phase/ reporting phase
18. “Pumping the brain- the use of intra-aortic balloon pumps in patients with subarachnoid hemorrhage associated vasospasm.”

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And More to Come!

19. In development:
 - PTH levels in Bariatric patients who underwent Gastric bypass surgery. A Retrospective chart review, N=36
 - Weight Loss trajectory in 10 year mark after initiation of weight loss program. Retrospective chart review N>1000

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The Key is to Impress With Data

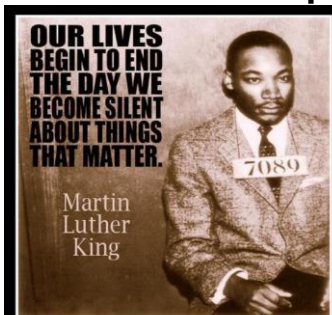
**Your impact will
be felt.**

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**Ramp Up Your Passion and
Become Empowered**



- We are Nurses.
- **We Rock!**
- We Care.

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We would love to hear from you!



- Katerina.moklak@atlantichhealth.org
- Doreen.rasp@atlantichhealth.org

Thank you so much.

Please contact us if you would like more information

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