Finding a Nursing Professional Practice Model in Our Backyard: An Appreciative Inquiry

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Centura Health®
Conflict of Interest

• The presenter for this presentation has disclosed no conflict of interest related to this topic.
Castle Rock Adventist Hospital

- Located in a rapidly growing community
- Opened in 2013
- 55 inpatient beds
- > 14,000 ED visits annually
- Specialties
  - Women’s Services
  - Orthopedic Services
  - Complex Medicine
- Magnet® Journey bound
Objectives

• Discuss the importance of a nursing professional practice model that is created and carried out by frontline staff
• Describe the creation process of one nursing professional practice model using the method of appreciative inquiry
What is a Professional Practice model and why do we need one?

What?
- Visual representation of how nurses in the organization practice nursing
  - Values
  - Performance expectations
  - Patient care delivery system
  - Relationships
  - Management or governance approach
  - Recognition and rewards system

What
- Total system in which nurses provide care

Why?????
Magnet levels of a PPM: Not just a pretty picture

• Low- staff can’t articulate it; don’t see how it guides practice; not in culture

• High
  – PPM is owned by staff.
  – Culture.
  – They use as a roadmap to guide practice.
  – Use it to accomplish goals
  – Depicts how nurses influence patient outcomes at the hospital
PROFESSIONAL PRACTICE MODEL

NURSES AS AUTHENTIC LEADERS
Shared Decision Making

TRUE COLLABORATION
Skilled Respectful & Effective Communication

SCHOLARSHIP
Innovation & Lifelong Learning Evidence-Informed Practice

MEANINGFUL RECOGNITION & APPRECIATION
Celebrating Differences

RELATIONSHIP BASED CARE

OUTCOME FOCUSSED MEASURES
Clinical Excellence Affordability

PATIENT FAMILY COMMUNITY

EXCELLENT CARE TO PATIENTS & FAMILIES • BEST STAFF • SAFEST ENVIRONMENT

CARING
STRENGTHENING & EMBRACING OUR DIVERSE COMMUNITIES & WORLDS • CO-CREATING A HEALTHY ENVIRONMENT

INCLUSIVE
LAH Nursing Practic Model – iC@RE

i=Information is visible and drives us
C=Core measures and other quality improvements
@=At the center is our patient
R=Relationships
E=Excellence and education
Do we want one? How do we start???

• Vision: Go to the frontline staff and find out what they value as CRAH nursing

• Why? Despite the appearance to the contrary, substantive change does not enter the org through its board and exec. offices. It enters the org. through each individual practitioner and takes it most meaningful expression at the point of care (Felgen, 2011)
Change Model: Start with Vision

Felgen, 2007
I₂E₂ guiding principles

• Make every inquiry “Appreciative”... (refers to Appreciative Inquiry)
• We have influence (R+A+A = responsibility, authority, accountability)
• Experience exuberance (unleashing your creative self/s support creative others)
• Believe in your abundance (everyone has something to offer)
• Be clear (clarity of purpose)
• Embody the change (be the change you want to see in the world... Gandhi)
• We get what we pay attention to (so be careful what you focus on)
• Patients and families come first (ALL people’s feelings matter)
First step 1: Inspiration

• Create a start for visioning of what CRAH nursing looks like at it’s best
  – Start with a discovery team: finding positive stories
  – Ask nurses to describe ( film); interviews
  – Ask patients to describe ( narrative)
  – Ask management to describe
  – What are our nursing strengths- define by the above/metrics
  – Begin a list of core statements
  – Align with a theory and begin model creation
Appreciative Inquiry: The benefit of looking at strengths

• “The task of organizational leadership is to create an alignment of strengths that make a system’s weaknesses irrelevant” (Peter Drucker)

• Appreciative: Research method that encourages capitalizing on the innovation and positive energy already present in order to create a vision/strategy for the future

• Inquiry: Searching for what gives a system “life” when it is the most effective and capable

• People are solutions not problems to be solved
We live in worlds our questions create
(Cooperrider)
Appreciative Inquiry

Learner Questions
- What do I want?
- What works?
- What are the facts and what can I learn?
- What are my choices?
- What action steps make sense?
- What’s possible?

Judger Questions
- What’s wrong with me?
- Whose fault is it?
- Why are they so stupid?
- How can I prove that I’m right?
- Haven’t we been there, done that?
- Why bother?

Consequences
- A mood of optimism, hope, and possibilities
- A mindset that’s thoughtful, understanding, flexible
- Relating that is connected and collaborative
- A mood of pessimism, stress, and limitation
- A mindset that’s judgmental, reactive, inflexible
- Relating with “attack or defensive” behaviors
Creating a focus for inquiry and the questions to ask

• CRAH nursing at it’s best. What is CRAH nursing look like at it’s best?
• Gathering best practice stories through questions
  – Think about a day when you felt you were performing at your best at work: What factors made it the best?
  – Tell us about a time when you received or gave support to a team member?
Questions to stimulate stories

• What keeps you coming back every day?
• Describe an ideal day to work as a nurse at CRAH?
• What made it great? What was your role?
• A reporter asks you “How is a nurses job different that other caregivers in the hospital?
• What are you most proud of in your professional career as an RN? Why?
• Imagine a family member or someone you love is a patient at CRAH. Describe the characteristics of the nurse you would want to take care of this person? Is there someone on your team that fits those characteristics?
Method and Analysis

• Appreciative inquiry - capitalize on the innovation and positive energy already present in order to create a vision/strategy for the future

• Structured narrative survey: 6 questions

• Inductive (creating theory from observations) qualitative narrative data analysis - codes, categories, themes
Demographics

• 17 surveys returned
• 15 from frontline clinical RN staff including ANMs
• 2 from non-clinical RN staff
• ACU, ICU, LDRP, ED, OR, PACU, IR

Data:
• >500 codes of meaning; words/phrases
• abstracted to 25 categories
• 5 main themes or domains of Professional Practice at CRAH
Analysis: Codes and categories

1. Think about a day when you felt you were performing at your best at work: What factors made it the best? What made it great? What was your role?

The best day was the most challenging day.

What factors made it the best? True collaboration

We had to pull together resources, education, skills and experience to “fight” for the needs of the patient. And we won.

- **Confidence/Trust** - I know what to do because of my education and experience. I am qualified to do this work. Trust in co-workers, self, training.

- **Allowed to be a voice**: Physicians and other team members allow nursing to critically think, express opinions, and collaborate as a true team member with equal status.
2. What keeps you coming back every day? - Relationship

**I come back everyday because of my co-workers**
- friends, they respect me, I respect them,
- to be of support to the co-workers: *This is a humbling and selfless profession; if they are there to “grind it out” I want to be there to help”*

**I come back every day because I learn something new and grow every day.**
- New opportunity every day
- stimulating environment with challenges that stretch the nurse

**I come back every day because I have a skill that can be applied to make a difference in someone’s life.**
- gives me purpose; I feel useful and purposeful

**I have a passion for people and love my job and believe in the impact of nursing**
- I love people. Every person has something beautiful to add to this world. It is so amazing to hear the life’s stories and experiences of the people we the blessing of caring for.
3. A reporter asks you “How is a nurses job different than other caregivers in the hospital?”

- **Director of care/Coordinator- Creates synergy** “The center of all action and needs”
  - Responsibility and accountability to the patient for 24/7 direction of care that last further than the hospital stay

- **Patient Trust**
  - Best compliment is a patient saying “I feel safe with you”
  - Know that we have built a relationship that is based on the patient

- **Protector/Advocate**
  - A nurses job is different because a nurse is the line of defense that keeps the patient safe

- **Jack of all trades**
  - A nurse is the “face” of the hospital; Several things to several people; Our single job is actually a combination of many

- **Caring Connection/ More than physical care**
  - A nurses job is different because you become a part of the patient’s life the minute you step into the room.
What are you most proud of in your professional career as an RN? Why?

- **Certification** - validation of my expertise

- **Education** “Education can save lives”

- **Relationships with patients**
  - Making People feel “at home”
  - Trust from patients
  - Easing pain and making the journey bearable
  - Recognition from patients of the lasting impact of the nurse/patient relationship

- **Professional work and recognition**
  - Valued as a leader
  - Valued a skilled co-worker who can help
  - Contributing to the advancement of knowledge in nursing

- **Passion for nursing**
  - Proud that I have maintained my passion for nursing (“made it 31 years as a nurse and I still like it”)

- **Growth as person**: Mental fortitude. Strong; overcoming ethical dilemmas
  - Resilience
5. Imagine a family member or someone you love is a patient at CRAH. Describe the characteristics of the nurse you would want to take care of this person? Is there someone on your team that fits those characteristics?

- Competent
- Collaborative
- Compassionate/ Empathy
- Communicator
- Proactive; anticipates patient needs
- Passion for nursing
- Positive attitude
- Advocate
- Self care
6. If you had three wishes for CRAH nursing; what would they be?

• **Patients are our top priority**

• **Nurses identifying and reflecting on their professional practice and duty**
  – nurses feeling connected to the reason that they became a nurse in the first place
  – “to be aware of the great honor it is to be trusted by our patients”

• **Nurses recognized for their contribution**

• **Nurses collaborating with each other and all disciplines.**
  – equal member of team
  – more unit to unit team building

• **Nurses active in improving nursing practice at CRAH**
  – opportunity at the front line; Nurses involved in all decisions that impact nursing practice
  – opportunity for nurses to be involved in improving processes

• **Nurses continually learning and improving skills/education/knowledge base**
  – visible support for nursing education/research

• **Emphasis on well being of staff**
  – adequate staffing for busy times

• **Support for career advancement of nurses**
  – career ladder
Analysis/Results: Themes

1. Creator of Synergy/Orchestrator
   “The center of all action and needs”

Def. Synergy-The interaction of two or more agents that produce a combined effect greater than the sum of their separate parts
2. Relationship with team and co-workers is imperative: We are together in this
• “The A team was there”

3. Caring Connection
“You are with a patient and family for 12 hours; living their day with them; living their fear with them; living their loss with them; living their joy with them. Then multiply that by 3, 4, 5, depending on how many patients you have that day.

4. Work Environment of Nursing/Value of nursing: From within and without: Supportive of first three domains
CRA PPM Vision from the Frontline

• Nurses create synergy between all disciplines and departments to honor the caring relationship and responsibility they hold to achieve positive patient focused outcomes.

• This successful relationship also results in pride, growth and self esteem for the nurse.
This work is empowered by a healthy work environment

• Co-worker trust and support
• Surrounded by educated, dedicated, compassionate people with a shared mental model
• Continual growth
• Respect and recognition for nursing work
• Frontline voice at the table
• Challenge
• Opportunity for advancement
I2: Creating the Infrastructure
Synergy

 Processes
 Disciplined

 Resources

 - Combined interaction produces a combined effect greater than the sum of separate parts.

 Passion for people

 = Pt. focused outcomes

 Connection

 = N

 "Making a difference"

 Pride Learning

 "Respect

 Foundation - Healthy Work Environment"

 Voice at the table

 Confident Trust Education Recognition Effective Staffing Relationship with Co-workers Accountable Support for Career Advancement
Patient-Focused Outcomes

Patient

Caring Connection

Communication

Advanced Compassion

Imaging

Nursing

"Director of Care"

"Creator of Synergy"

Pride
Learning
Making a Difference
Energy/Passion

Synergy

Quality

MD

IM

ET

EVS

Safety

MT/OT/PD

Nutrition

Healthy Work Environment - RBC

Respect

Education

Recruitment

Effective Staffing

Relationships

Self

Co-Workers

Patient
Synergy to Achieve Patient Focused Outcomes

Healthy Work Environment (HWE):
- Respect
- Nursing voice at the table
- Confidence
- Education - Unit based
- Recognition
- Effective staffing
- Accountability
- Career Advancement
- Pride in Nursing
THE HEALING GARDEN
# Bringing it to Life

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>What do we have now?</th>
<th>What do we need?</th>
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| **Respect**     | True collaboration with all disciplines  
 Authentic leaders  
 Skilled Communicator  
 Compassion  
 Empathy | | |
| **Quality**     | Adequate and effective resources  
 Safety culture  
 Continuous improvement  
 Anticipating patient needs  
 Anticipating and preventing adverse events  
 Leading evidence based practice | | |
| **Relationship**| Team: Teamwork  
 Pt: “Caring connection” with patient and family  
 Seeing the big picture  
 Advocate and accountable to the patient  
 Self: Accountability for professionalism; growth | | |
| **Development** | Support for certification  
 Support for continuing education  
 Support for new graduates  
 Support for preceptors  
 Career development and opportunity | | |
| **Recognition** | For nursing excellence  
 For advanced education  
 For certification | | |
| **Leader/Innovator/Creator of synergy** | Coordinator of care  
 Creates synergy between all disciplines and departments to achieve patient centered outcomes  
 “Jack of all trades” | | |
Key Points

• A Professional Practice Model (PPM) that is useful to nursing is created and supported at the frontline and should be evident in structures, processes and outcomes

• Appreciative inquiry is a positive, practical research tool to use in creation and improvement of a frontline nurse owned PPM
Selected References


