Aligning the Outcomes of DNP Education with the Demands of DNP Practice: A Panel Discussion

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July 10, 2014
Objectives:

- Describe contemporary organizational strategic planning priorities presently shaping the demands of DNP practice.
- Frame the call to action for DNP-prepared nurse leaders in practice settings.
Boston Children’s Hospital: Contemporary nursing practice

- Harvard Medical School affiliated pediatric delivery system.
- Network of satellites plus hospital & community health center affiliations.
- World's largest pediatric research enterprise & leader in translational innovation.
- Over 3,000 RNs and Patient Care Services team members.
- >375 advanced practice registered nurses (APRN’s). Numerous nurse scientists and practice leaders prepared at masters or doctorate level. DNP workforce (n=10).
Vision: Leading health transformation of children via science-driven care

Impact more children & families…

…using more data driven decision-making than ever before.
Boston Children’s Hospital professional practice framework: Advancing nursing science and team-based care outcomes

Translate innovations:
- Evidence-based practice
- Data-driven decision-making
- Outcome orientation

Improve care outcomes

Evolve practice environment

Deploy effective interprofessional care teams guided by expert nursing practice leadership and innovative competency models regionally, nationally and internationally

Extend leadership in family-centered care via:
- Reliability
- Healthy work environment
- Experience
Improve care outcomes: Extending leadership in family-centered care

Reliability: High reliability principles applied via culture and leadership.

Healthy Work Environment (HWE): American Association of Critical Care Nurses (AACN) - authentic leadership, meaningful recognition, appropriate staffing, effective decision-making, true collaboration, and skilled communication.

Experience: Creating and measuring the way in which organizational design and human interaction impacts patient, family, physician and employee safety, comfort, and meaning.
Reliability science: Shaping behaviors at the sharp end

Adapted from R. Cook and D. Woods, *Operating at the Sharp End: The Complexity of Human Error* (1994)

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Boston Children’s Hospital
Healthy Work Environment Initiative 2010 to present

American Association of Critical Care Nurses (AACN)

Human factors, communication and leadership priorities

Measuring and improving local culture

Root Causes of Sentinel Events
(All Categories; Data until June 2013)

- Human Factors
- Communication
- Leadership
- Assessment
- Information Management
- Physical Environment
- Care Planning
- Medication Use
- Continuum of Care
- Operative Care

Percent of 446 Events
Boston Children’s Hospital Strategic Plan

Integrating Safety, Reliability, Healthy Work Environment and Experience Excellence

Optimal Patient, Family and Referring Provider Experience
Boston Children’s Hospital will be widely known as a place that puts the well-being, safety and experience of patients, families, physicians and employees at the center of all interactions.

Communication and Engagement
We will communicate and engage transparently with patients and families, all BCH team members, and colleagues outside the organization.

Data Driven Performance
We will use quantitative and qualitative data to measure and improve the outcomes associated with care delivery processes associated with patients, families, referring physicians/providers and all BCH team members.

System Performance and Improvement
We will continually refine systems and implement high reliability processes to provide optimal experiences across all points of care delivery at BCH.

Resiliency
We will engage staff at all levels to proactively identify potential challenges to patient, family, referring provider and staff experiences and implement strategies to enhance system resilience.

Enhancing Value

Information infrastructure
We will make information accessible to clinical team members and patients/families

Healthy and Supported Workforce
We will recognize and invest in our workforce via a commitment to their safety and well being

Patient/Family and Team-centered Service Innovation
We will engage with patients & families to co-create effective services
Create and Measure Outcomes Associated with Interprofessional Care Delivery

- **Interprofessional Collaboration and Communication:** iPass team communication model.

- **Competency and Privileging:** Defining team-based capabilities and new team-oriented clinical governance models.
iPass: PCORI Initiative

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Team formation: Nursing and interprofessional competency and privileging

- Defining team-based capabilities
- Measuring outcomes associated with team-oriented care delivery models
- Creating new interprofessional competency and privileging models

Adapted from Mosser, G. and Begun, JA, (2014), Location 541.
Next Steps:
A call for DNP-prepared skills in practice settings

- *High demand for rapid cycle QI* to lead and refine new care delivery models and processes.

- *Growing degree of practice specialization* calls for embedded nursing leadership.

- *Explosion in safety and regulatory requirements* demands local leadership and vigilance.

- *Effective clinical data management support* increasingly sought within highly specialized microsystems.

- *Expert knowledge application* positions DNP-prepared nursing leadership within interprofessional team.
Next Steps: A Call for DNP Transition to Practice and Professional Advancement Models

DNP Transition to Practice
- Few DNP-prepared peers in workplace.
- Continuation within prior role post DNP degree completion.
- Limited access to post-doctoral resources to support scholarship e.g. academic library; clinical data management expert resources.

Professional Advancement Models
- Staff nurse focused.
- Funding sources often straddle hospital & physician organizations.
- Immature credentialing, privileging and competency frameworks.
- Need for novel interprofessional models.