Nursing and Inter-professional Models of Care: Critical Transformation Initiatives Towards Realizing Excellence

StuderGroup

What’s Right in Heath Care Conference
Chicago, Illinois – October 20, 2011
• Definition and Background
• Model of Nursing Clinical Practice© (MoNCP©)
• MoNCP© Outcomes and Challenges
• Inter-Professional Model of Patient Care© (IPMPC©)
• IPMPC© Outcomes and Challenges
TOH supports the practice of over 7,500 health professionals:

- 4,000 nurses (RNs and RPNs)
- 1,159 physicians
- 181 physiotherapists
- 85 occupational therapists
- 131 social workers
- 36 psychologists
- 31 speech language pathologists
- 10 audiologists
- 163 respiratory therapists
- 91 radiotherapy technicians
- 105 pharmacists
- Other disciplines such as laboratory technicians, recreation therapists, pastoral care, physicists and other professionals
Nursing & Inter-professional Models

WHY?

• Merger of 6 different organizations into one
• Increased dissatisfaction of nurses and other health professionals
• Decreased recruitment and retention
• Need for re-engineering
• Critical transformation in clinical care
Critical Transformation in Clinical Care

1. Nursing Professional Practice Model
2. Model of Nursing Clinical Practice© (MoNCP©)
3. Professional Practice Model
4. Inter-Professional Model of Patient Care© (IPMPC©)
TOH Nursing Professional Practice Relational Structure

Nursing Professional Practice Committee (NPPC)

Unit Nursing Clinical Practice Committee (UNCPC)

Corporate Nursing Clinical Practice Committee (CNCPC)

Unit Councils or Staff Meetings

Journal Clubs

APN (Advanced Practice Nurse)

Best Practice Guidelines

Clinical Manager

Diverse Nursing Roles

Magnet Indicators

Fundraising

Internationally Educated Nurses

Nursing Domains Leadership

Model of Nursing Care Delivery

Nursing Communication

Nursing Education

Nursing Knowledge Translation

Nursing R&R (Recruitment & Retention)

Nursing Recognition

Nursing Research

Nursing Week

ONA-NPP (Ontario Nurses Association - Nursing Professional Practice)

PP&P Policies, Procedures & Protocols

Universities - NPP

Patient Decision Support

Social Networking

Impact of Head Injury

Simulations

Nurse Sensitive Indicators

Sexual Health

Simulation

Nursing Informatics

Cultural Diversity

Chronic Wound

Reflective Groups

Sustainability of Best Practice Guidelines

Nursing Informatics

Stress Management

Diverse Nursing Roles

Magnet Indicators

Model of Nursing Care Delivery

Nursing Communication

Nursing Education

Nursing Knowledge Translation

Nursing R&R (Recruitment & Retention)

Nursing Recognition

Nursing Research

Nursing Week

ONA-NPP (Ontario Nurses Association - Nursing Professional Practice)

PP&P Policies, Procedures & Protocols

Universities - NPP

MoNCP© Definition

• “A guide to organize the delivery of nursing care among different categories of nursing personnel such as RN, RPN, & UCP, taking into account their competencies and the values of the organization”.
HOW?

• Review of models at TOH and literature
• Review of Magnet Hospitals
• Review of Benchmark Hospitals
• Review of research literature
  — Patient outcomes
  — Nurse satisfaction
  — Organizational impact
WHAT?

TOH MoNCP©
Guiding Principles
Major Concepts

• Full scope of practice
• Autonomy
• Accountability
• Continuity of care
• Patient / family involvement in decision-making
• Staff-Mix Decision-Making Indicators Guide (CNO & TOH)
• The Management Span of Control Assessment tool
• The Nurse Educator Span of Coverage Assessment Tool
• Other tools
  – Position descriptions
  – RN Self-Assessment tool (Clinical Expert Assignment)
  – RPN Skills List
  – Etc…
Outcomes
Longitudinal Study

• **Title:** Adopting a common nursing practice model across a recently merged multi-site hospital: the impact on nurse well-being, organizational climate and quality of patient care.

• **Source of Funding:** The three-year longitudinal study was funded by an open grant from the Canadian Health Services Research Foundation (CHSRF)
Results of Longitudinal Study

- Survey responses

![Bar chart showing survey responses for nurses and patients over three years.](chart.png)
Nurse Well Being - Burnout

Proportion of nurses reporting “high” burnout (Overall summary score above 50 for CBI, by year of study)

Organizational Climate – Safety Climate

Plot of overall mean patient safety climate score – by year of study, best score = 7

Nurse Well Being – Absenteeism

Plot of overall mean number of shifts missed in past three months due to illness – by year of study

Organizational Climate – Justice

Plot of overall mean clinical manager justice score – by year of study, best score = 7
Indicators

• 14 indicators were surveyed pertaining to Nurse, and Organizational Outcomes

• 10 indicators (burnout, work stress, work-family conflict, nurse empowerment, nurse/MD relations, nurse autonomy, nurse control over practice, organizational support, safety climate, organizational justice) showed significant improvement from baseline in year 1 post-implementation.
• 3 of the 10 indicators (work-family conflict, safety climate and organizational justice) still showed significant change 2 years later.

• 10 indicators remained an improvement from baseline.

• One indicator (Physical health) showed a decline into years 1 and 2.
Additional Results

- ↓ Vacancy rate (13% to 2.9%)
- ↓ Turnover rate (10% to 5.7%)
- ↑ Nurse Satisfaction (by 14%)
- ↑ Interest in continuing education
- ↑ Publications and presentations
- ↑ Leadership building
- 11 partners in 4 provinces
MoNCP© Challenges

Sustainability

• Sheer size of our organization (more than 4100 nurses)
• Changes in leadership roles
• Ensuring MoNCP is well understood by all in organization
• Follow-up...follow-up...follow-up, from implementation to review
• Keeping up with requests for information re MoNCP©
• Marketing both internally and externally
• Limited resources
Vision

Professional Practice

Infrastructure

- Role of Chief
- Generic Organizational Model
- Elements of Professional Practice

Work in Progress

- Implementation with each program
- RT, PT/OT, SLP, AUD, SW PSY, Dietetics DI & Pharmacy reorganized
- 3 priorities selected

Processes

- Core Contribution
- PAC Revision
- TOH Inter-professional Model of Patient Care

- Completed
- Completed
- Implementation

Outcome

- Collaborative Practice & Seamless Care
- Improve quality & Patient safety
- Improve efficiency & effectiveness

- Monitoring elements of Professional Practice
- Research in progress
- Evaluation framework for each program

Research in progress

Evaluation framework for each program

Compassionate People. World-Class Care.
Des gens de compassion. Des soins de calibre mondial.
IPMPC© - Why?

- Increased need to strengthen professional practice and inter-professional collaboration (TOH Board and Senior Management)
- Top 10% in North America
- Acute shortage impact
- Federal and Provincial health agenda
- Increased accountability
Guiding Principles

• 10 guiding principles related to care environment and community linkages

• 12 guiding principles related to interprofessional team work
How?

• Review of literature

• Review of Benchmark Hospitals

• Focus Groups:
  5 teams of patients/families
What is TOH IPMPC©?

TOH IPMPC© is a guide to organize the delivery of patient care among health professionals from different disciplines, taking into account their competencies, collaborative patient-centred practice and TOH’s strategic directions.
IPMPC© Teams in progress

• 64 Teams in Phase 3 (Implementation)

• 30 Teams in Phase 2 (Advance Team)

• 1 Teams in Phase 1 (Preparatory Phase)

• 8 Teams to be implemented
Inter-Professional Patient Care Model

Outcomes

- Collaboration
- Organizational climate
- Staff well being
- Quality of patient care
- Recruitment/retention
- Patient Safety Climate
- Job satisfaction
- Empowerment
- Satisfaction with care
- Absenteeism
- Burnout
- Respect

• 74 teams (of 84) have completed baseline surveys
• 16 teams (of 24) have completed 6-month post implementation surveys
• 5 teams (of 8) has completed 12-month post implementation survey

<table>
<thead>
<tr>
<th></th>
<th>Total # surveys returned</th>
<th>Total # surveys distributed</th>
<th>% response rate</th>
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<tbody>
<tr>
<td>Staff</td>
<td>2240</td>
<td>4531</td>
<td>49%</td>
</tr>
<tr>
<td>Patients</td>
<td>701</td>
<td>1885</td>
<td>37%</td>
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<tr>
<td>TOTAL</td>
<td>2941</td>
<td>6416</td>
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IPMPC© Education Module

- Inter-Professional Care Workshop (IPMPC©)
- Communicating Effectively Workshop (IPMPC©)
- Collaboration Workshop (IPMPC©)
- Teamwork Workshop (IPMPC©)
- Effective Meetings & Decision-Making Workshop (IPMPC©)
- “Education in a Minute” Modules (IPMPC©)
- Inter-Professional Advocate Network (IPAN)
• Delays in REB approval for the study
• Competing corporate priorities
• Temporary nature of the seconded dedicated positions
• Funding (due to the longitudinal nature of the transformation)
• Database challenges
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