Empowering Nurses To Become EBP Experts and Lifelong Learners

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Leadership Connection: Transformative Nursing Leadership

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Port Jefferson, New York

Session Number: 92805
Date: September 17, 2018
Time: 3:30pm-3:50pm

Introduction:

- **<u>Disclosure</u>**:
- The **presenter** has disclosed no conflict of interest related to this topic.

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<u>Learner Objectives</u>:

1. Identify current **_EBP knowledge and competency_** of Clinical Nurses and Nurse Leaders and based on the findings…

2. Design **_educational initiatives_** to meet the EBP learning needs of nurses at all levels and from diverse clinical settings.
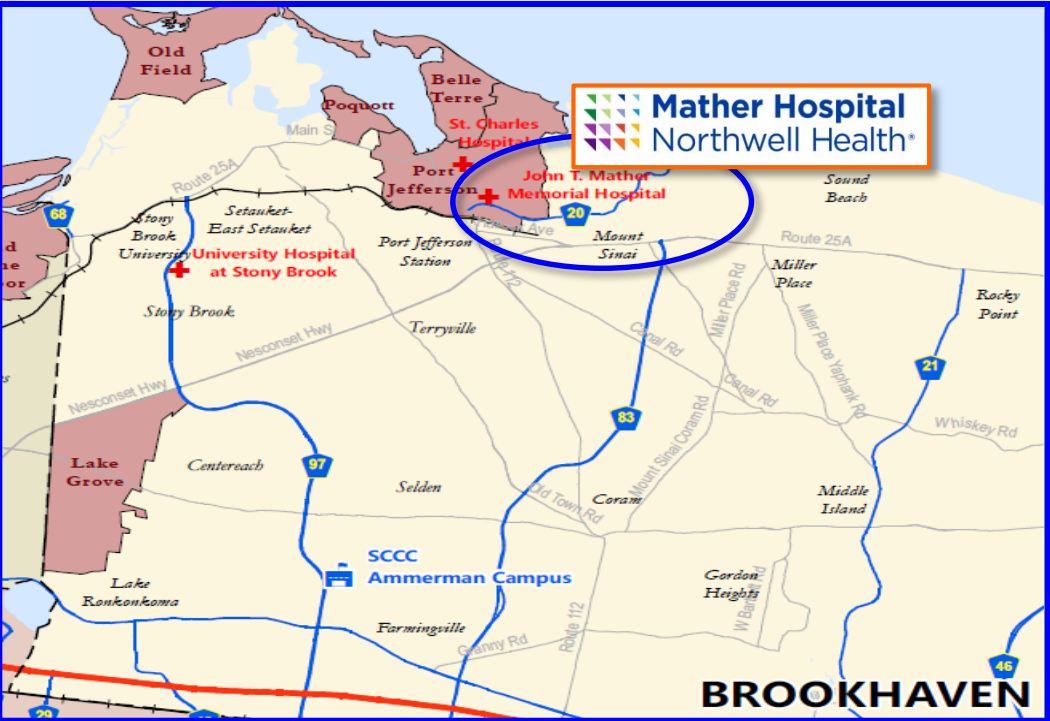
Mather Hospital-Northwell Health:

# Mather Hospital-Northwell Health
Port Jefferson, NY
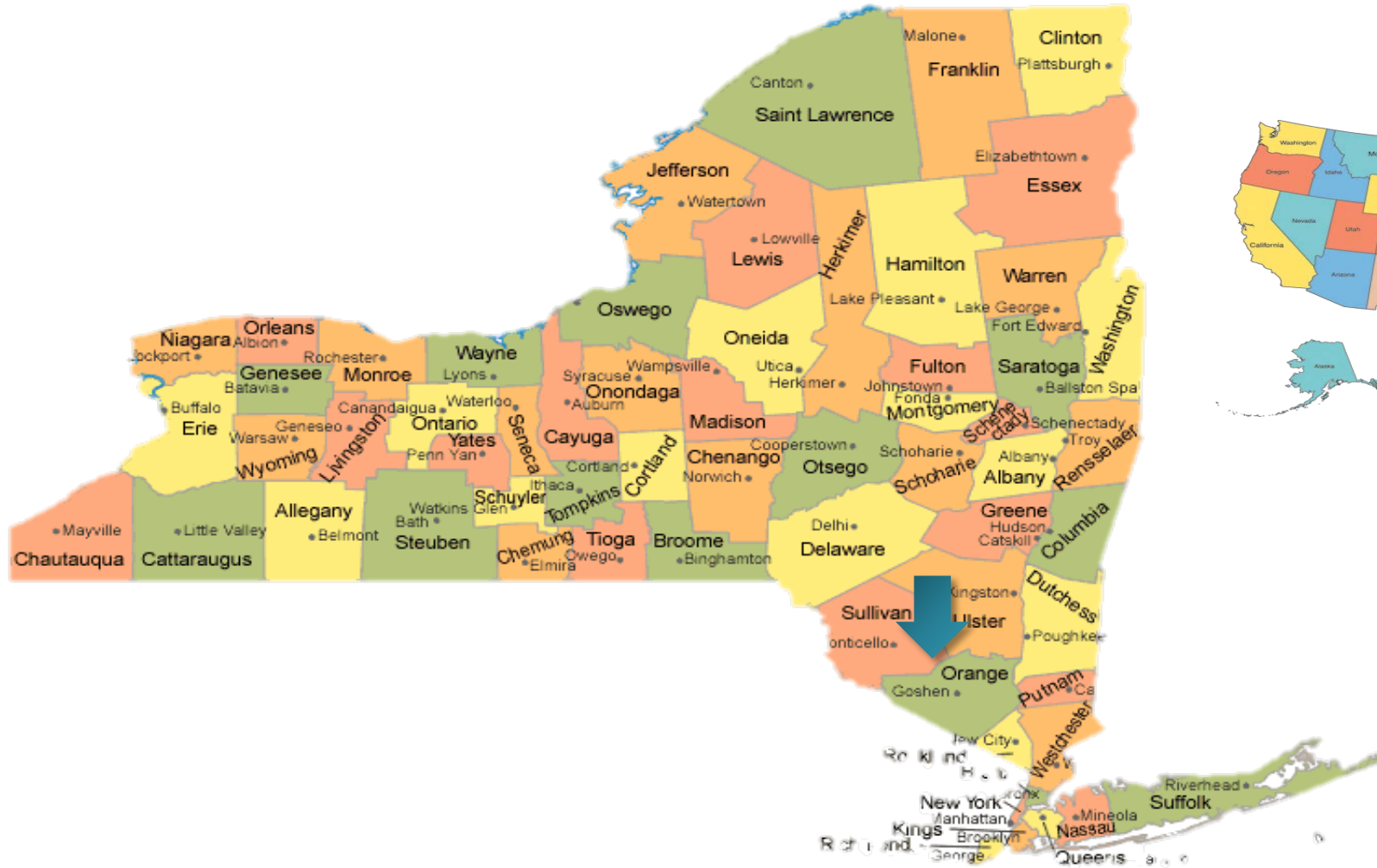
Mather Hospital-Northwell Health
Port Jefferson, NY

Mather Hospital - NorthwellHealth

- 248-bed Teaching Hospital.
- Founded in 1929 (89 years old).
- Not-for-Profit.
- 12,100 Patient Discharges.
- 39, 399 ED Visits.
- 15,705 Surgical Cases.
- Magnet®-designated in 2013
- Magnet® Re-designated in 2018 (Exemplar in Nursing Research/EBP)
- 4 Stars from CMS (HCAHPS Survey)..Highest of L.I. Hospitals.
- Among Top 20 (15%) of Hospitals in N.Y. State.
- Internal Residency Program (Started 2014).
- Psychiatry Residency Program (Started 2016).

Mather's Professional Practice Model:
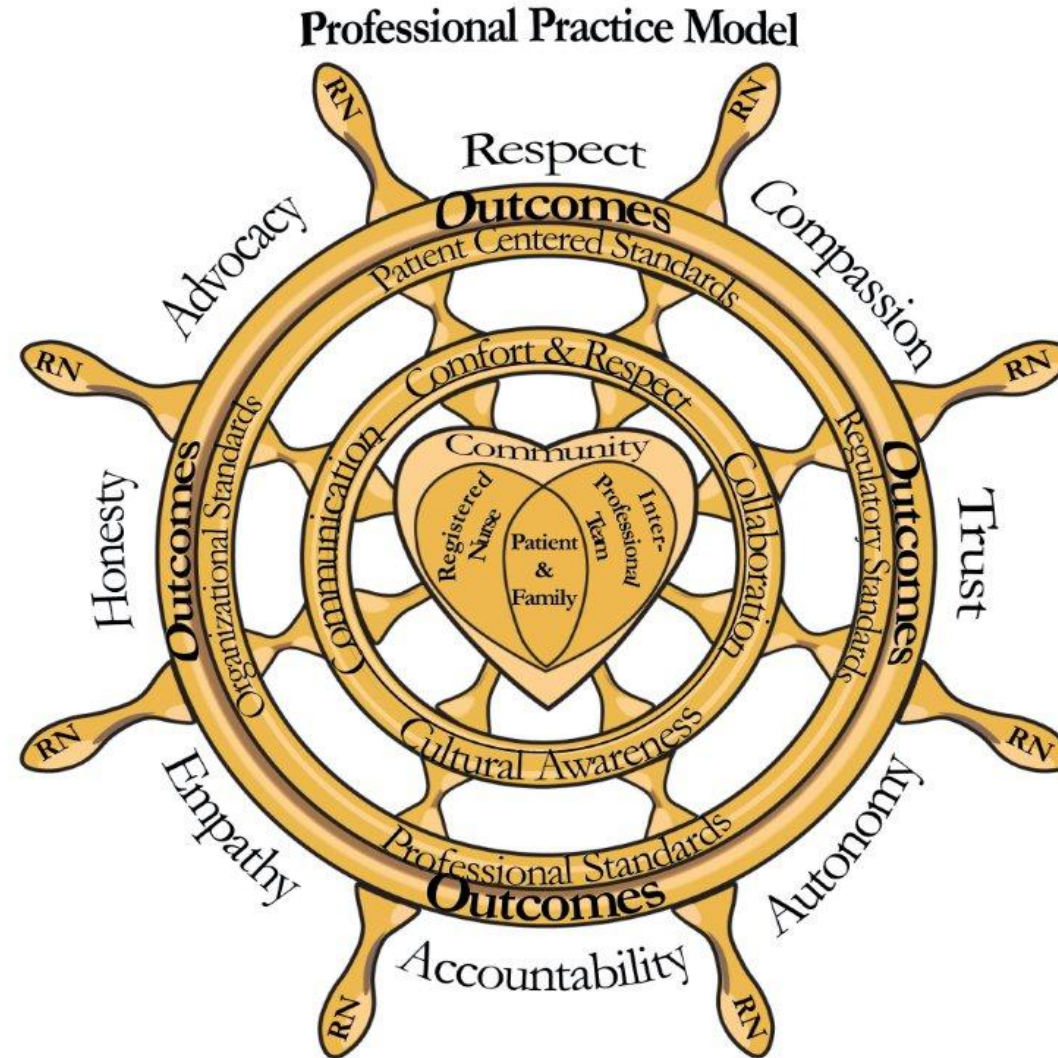
Magnet®-Recognized Hospitals:

- "Conscientiously **integrate evidence-based practice** and research into clinical and operational processes."
- Nurses are **educated about evidence-based practice** and research, enabling them to appropriately explore the safest and best practices for their patients and practice environment…and to generate new knowledge."

(2019 Magnet® Application Manual, ANCC)

Clinical Research Nursing: Scope and Standards of Practice. 2016 ANA, Silver Spring, Maryland.
Defines the difference between **Clinical Research Nurse (CRN)** and a **Nurse Researcher**.

Difference Between CNR and Nurse Researcher:

- **Clinical Nurse Researcher (CNR)**: "Contributes to science with a focus on the care of the research participants and coordination of research activities in a research practice setting." (Hastings etal., 2012)

- **Nurse Researcher**: "Refers to a doctorally prepared nurse who is committed to rigorous scientific inquiry that provides a significant body of knowledge to advance nursing practice, shape health policy and impact the health of peoples." (AACN, 2006, p.1)

Magnet®-Recognized Hospitals:

"Infrastructure and resources are in place to support the advancement of EBP and Research in all clinical settings."

- **Nursing Institute for Knowledge Translation and Innovation** at Mather I Hospital-Northwell Health.
  - **CNO (visionary, influential, respected). Marie Mulligan PhD, RN, CNOR, NEA**
  - **Nurse Researcher.**
  - **Statistician.**
  - **Librarian.**
  - **Educational Classes (EBP/NR, Statistics, Excel, PowerPoint, etc.)**
  - **Councils (Magnet®; and Unit-Based).**
    <u>Magnet Councils</u>: Practice, Quality, Research/EBP, Informatics, R+R, ANPs)

  Continuing Education Programs (<u>Example</u>: The Advisory Board Frontline Impact Program – 2016/2017 and 2018)
  Annual Nursing Research/EBP Conference (2010-Present)

Nurse Researcher @ Mather Hospital-Northwell Health:

- **Judith Ann Moran-Peters DNSc, RN, NE-BC, BC**

- **BSN   D'Youville College Buffalo, N.Y. (1972)**

- **MSN   Boston College Boston MA. (1974)**

- **DNSc   University of California San Francisco, California (1982)**

- **Doctorally-prepared (Research/EBP) for 36 years.**

- **Experience (clinical, teaching and administration.)**

- **Principal Investigator…IRB-approved research studies x 10.**

- **2014: Began at Mather (Came from 4-time designated Magnet® hospital).**

Nurse Researcher Role:

- **Nurse Researcher Role**:

  Advocate, Teacher/Coach, Mentor, Consultant, Researcher, Role Model.
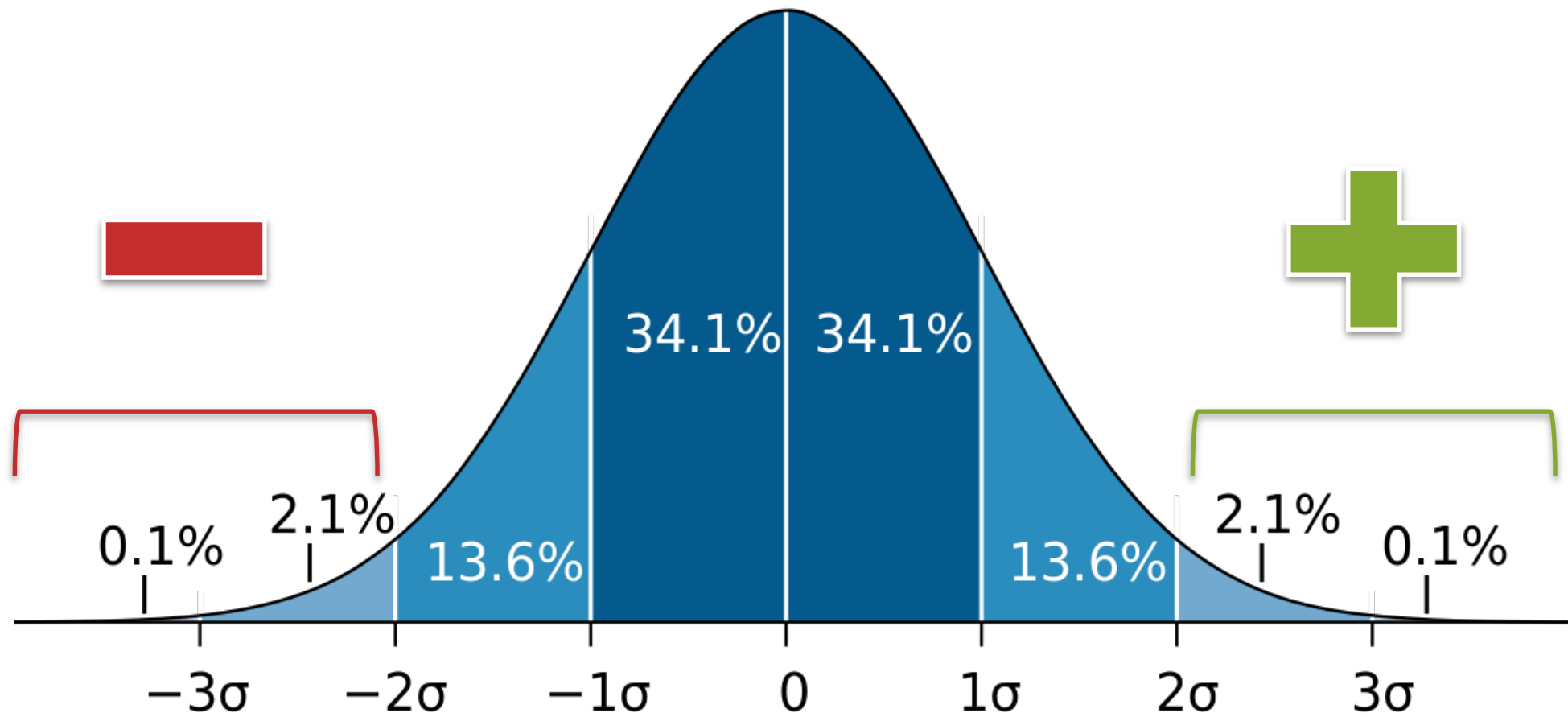
  Empower nurses to:

  1) Reside on the Positive of the Bell Shaped Curve.

  2) Be Resilient.

  3) Perceive Change as "Opportunity for Improvement".

  4) Strive to become Self Actualized. (Live up to your potential)

  5) Advance EBP knowledge and expertise to Higher Level(s).

Assessment of EBP Competency:

- ACE Star Model of Knowledge Transformation

- Essential Competencies for Evidence-Based Practice in Nursing

- <u>Star Points</u>: Primary Research, Evidence, Summary, Translation, Integration and Evaluation.

- <u>Competencies</u> by Educational Level…

    Undergraduate, Graduate, Doctoral

<u>2014</u>: Less than 20% of nurses possessed EBP competencies at the Undergraduate level.

"Life is a Bell Shaped Curve":

34.1% 34.1%

0.1% 2.1% 13.6% 13.6% 2.1% 0.1%

−3σ −2σ −1σ 0 1σ 2σ 3σ

Figure retrieved from WikiCommons, 2017.

Positive Side:
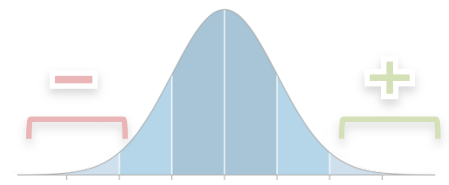
- Many RNs back in school for BSN, Masters, Doctoral degrees.
  Only hiring BSN-prepared RNs. (Schooled in EBP)
- Magnet® culture ("Spirit of Inquiry")...foundation.
- CNO Support (Mentoring; Advance to Next Level).
- Flexibility (creative, innovative approaches).
- Dynamic, <u>not</u> static, culture (practice environment, philosophy).
- $ (Books, Conferences, Tuition Reimbursement, Grants, etc.)

<u>Example</u>:

- The Advisory Board Company's Frontline Leadership Program.
  US-Based International Company (founded 37 years ago).
  Provides research, technology & consulting to improve performance of healthcare and
  educational institutions around the world.
      "**<u>Start with Best Practices.</u>**"

Frontline Leadership Program:

- 54 RNs selected to participate (Clinical and Leadership).

- Four 8-hour classes.
- Classes held off-site.
- Problem-solving (EBP) Focus. "**_Start with Best Practices_**".
- 10 Teams (Team Leader with 4-5 participants).
- Influential hospital leaders served as coaches.
  VPs from Finance, Human Resources, Public Affairs; Nursing AVPs and
    Directors from Critical Care, Psych Services, Infection Control,
    Recruitment and Retention; and Nurse Managers).

Frontline Examples:

- **"Saving Face: Preventing Device Associated HAPUs Among Critical Care Patients."**
  - Nancy Rochler MSN, RN, CCRN
  - Nurse Manager ICU/CCU

- **"Preventing CLABSIs on an Oncology Unit."**
  - Mary Ferrara, BSN, RN, OCN
  - IV Coordinator (Former Nurse Manager)

- **"Improving RN's Knowledge Regarding Near Misses."**
  - Patricia Alban, MSN, RN, CEN
  - Nurse Educator

Frontline Examples:

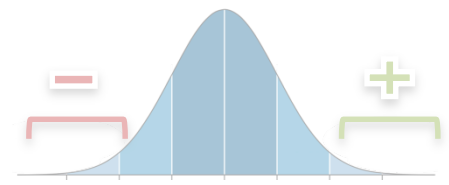**"Improving Adolescent Psychiatry Patients'**
Knowledge of Their Medications."
Linda Hill MS, RN, PMHCNS-BC Clinical Nurse

"Safety Initiative for the Patient with Diabetes :
Coordinating Meal Tray Delivery With Insulin
Administration."
Melissa Pearson, BSN, RN CEN Clinical Nurse

"Late 10 am Medications."
Natalie Mathias BSN, RN Clinical Nurse

Negative Side:

- **Traditional "Barriers" to Research and EBP in Nursing…**
(Athanasakis, E., 2013; Estabrooks, 2006)
- No Time/too busy.
- Inadequate staffing.
- More Work.
- Lack of Interest.
- Lack of Knowledge/Skill/Experience.
- Fear of Failure.
- "What's in it for me?" (Attitude)
- Lack of Career Ladder Structure (EBP/Research Requirement; Expectation).
- *Challenge to Nurse Researchers…* is to inspire nurse leaders and clinical nurses to become **professionally motivated as EBP experts**… and develop **resiliency** within the **Complexity of the Clinical Nursing Environment/Culture of Modern Healthcare.**

Complexity of Clinical Nursing:

- **Nurses' Common Core**… *Nursing Science*. (Main Focus)
- <u>**Variations**</u>:

Educational preparation.

Generational status.

Experience (years/clinical areas).

Performance differences (levels, roles, quality).

Cultural.

Socioeconomic.

Clinical Specialties.

Shifts (D/N).

Gender.

Complexity Diagram:

Maternal / Child

Critical Care

Behavioral Health

Anesthesia

Radiology

Telemetry / StepDown

Medical-Surgical

Nights / Days

Per Diem, Full Time, Part Time

Cultural

Generational

Technical Ability

Experience Level

Nursing Science

Socioeconomic

Educational Level

Weekends/Weekdays

Pediatrics

Transitional Care

Perioperative

Surgical Testing

Emergency Department

Resiliency:

- **"Mental toughness"**. An individual's ___capacity to adapt positively to stress___… pressures, setbacks, challenges and **change** in order to achieve and sustain peak personal performance.   (Swenson-Britt & Reineck, 2009)

Low
Dwell on problems
Feel victimized
Overwhelmed
Unhealthy coping (substance abuse)
Compassion fatigue
Burnout
Leaving the Nursing Profession

High
Reduced stress
Positive attitudes
Well-being
Happiness
Healthy lifestyle/coping
Self Actualization
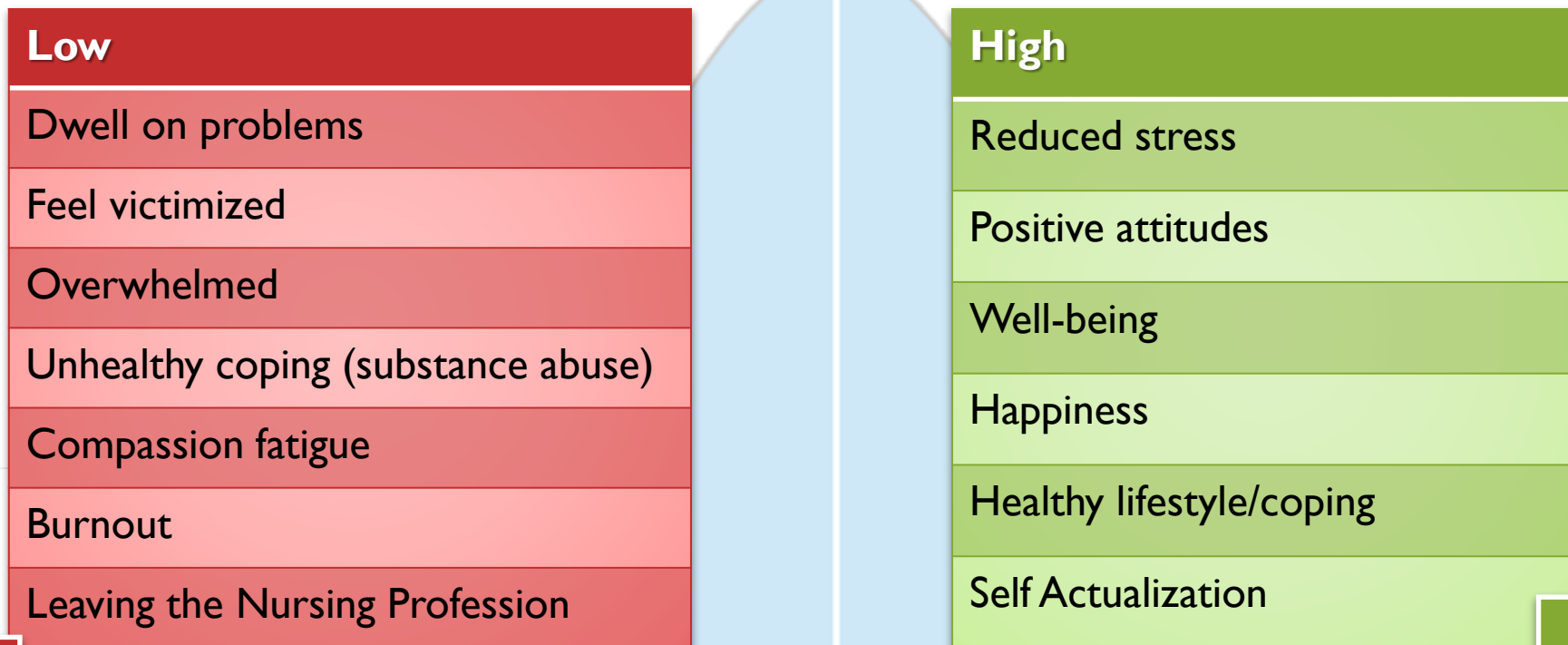
Resiliency:

- "Nurses deal with modern-day problems that affect their ability to remain resilient."

- Nurse leaders need to look for solutions (philosophy, culture, structures, resources knowledge, skills and people) that keep themselves and clinical RNs resilient.

Key: 🔑

Ability to embrace and cope effectively with <u>Change</u>. (EBP Approach)

Change:

- Perception (Opportunity vs. Loss)   (Drenning, 2006)
- When faced with change, majority view it as **loss**…rather than **opportunity**

Loss: (Majority)
Loss of "the familiar"
Kubler-Ross <u>Stages of Death/Dying</u>:
Denial
Anger
Bargaining
Depression
Acceptance

Opportunity: (Exception)
Gain
Advancement
Better/Improved
New
Exciting

<u>Role of Nurse Leaders</u>:

Help nurses perceive Change as "Opportunity for Improvement" and guide them through
Stages of Loss ("Letting Go")…Denial., Anger, Bargaining, Depression, Acceptance
                                                                (Kubler-Ross, 1969)

Major component of "becoming" Self-Actualized. (Maslow, 1970)

Maslow's Hierachy of Needs:

Self-Actualization
Morality, creativity, spontaneity, acceptance, experience purpose, meaning and inner potential

Self-Esteem
Confidence, achievement, respect of others, the need to be a unique individual

Love and Belonging
Friendship, family, intimacy, sense of connection

Safety and Security
Health, employment, property, family and social status

Physiological needs
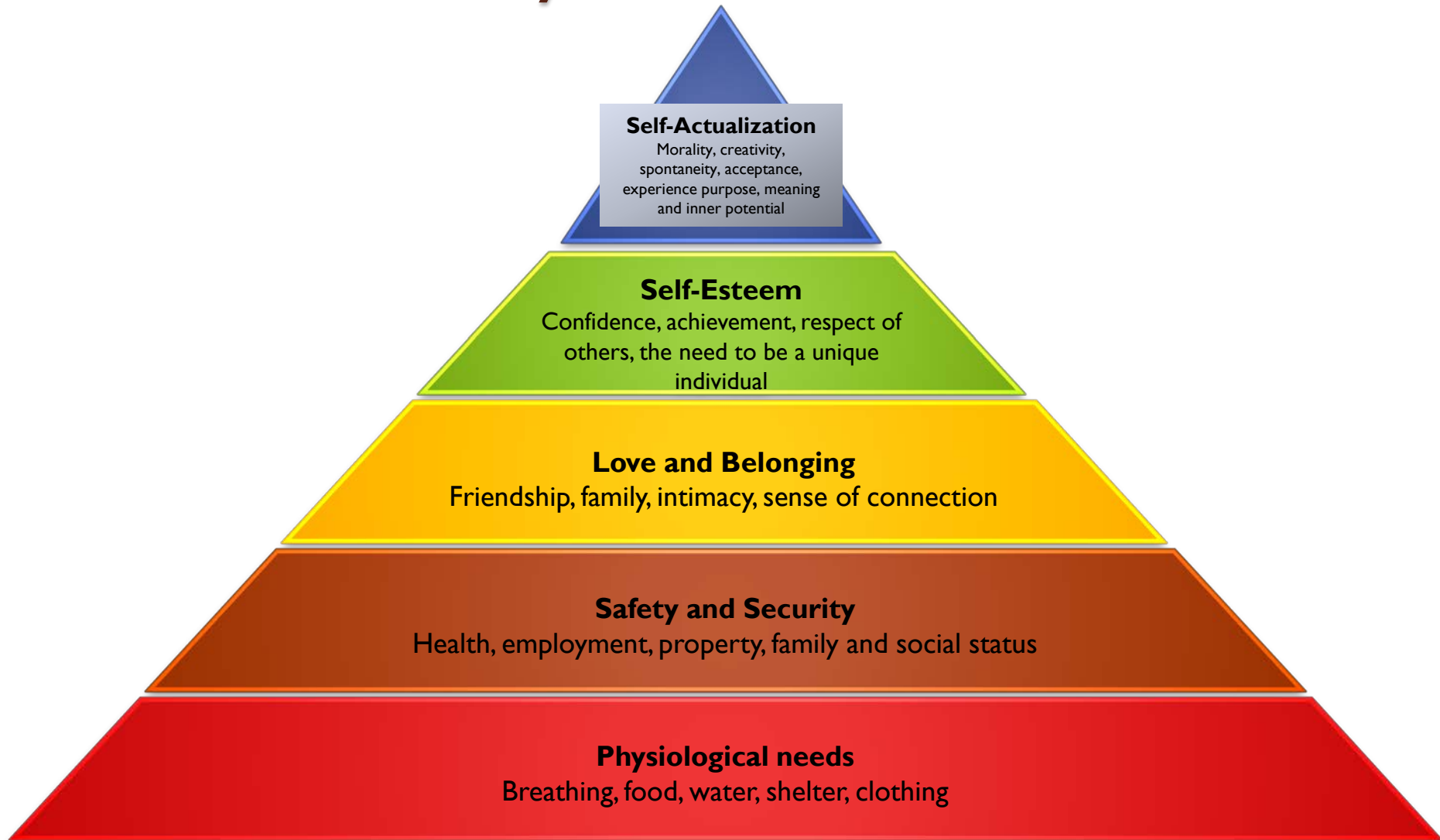Breathing, food, water, shelter, clothing

J. Moran, 2018

Figure F. (A. H. Maslow, 1943 Originally Published in Psychological Review, 50, 370-396.)

Self-Actualization:

- Abraham Maslow (1908-1970). American Psychologist.
- **Mental health and human potential.**

- Instead of focusing on psychopathology and what goes wrong with people, Maslow formulated a more _**positive account of human behavior,**_ which focused on what goes right.
- Interested in _**human potential**_, and HOW we fulfill that potential.
- Human motivation is based on people seeking _**fulfillment and change through personal growth**_.
- Self-actualized people are those who are **fulfilled** and doing all that they are capable of doing!

The State of Self-Actualization:

- "Although theoretically we are all capable of self-actualizing, most of us will not do so, or only to a limited degree." (McLeod, 2016)
- Maslow (1970) estimated that **_only 2% of people reach the state of self-actualization._**
- Interested in the **_characteristics_** of people he considered to have **_achieved their potential_** as individuals.

Research on the Self-Actualized:

- Maslow (1970).
- <u>Subjects</u>: Studied **18 self-actualized individuals**.
  - <u>Examples</u>: (**Abraham Lincoln, Thomas Jefferson, Albert Einstein, Albert Schweitzer, Eleanor Roosevelt**).
- Identified **15 Characteristics of Self-Actualized people**.
- No "perfect" human beings.
- Self Actualization is a **matter of degree**.
- Not necessary to display all 15 characteristics to become self-actualized.
- Self-actualization merely involves **achieving one's potential**.
- **Mother Teresa (1910-1997)**   (Shahrawat & Shahrawat, 2017)

Characteristics of Self-Actualized:

- Perceive reality efficiently; and tolerate uncertainty.
- Accept themselves and others for what they are.
- Spontaneous in thought and action.
- Problem-centered (not self-centered).
- Unusual sense of humor.
- Able to look at life objectively.
- Highly creative.
- Resistant to enculturation, but not purposely unconventional.
- Concerned for the welfare of humanity.
- Capable of deep appreciation of basic life-experience.
- Establish deep satisfying interpersonal relationships with a few people.
- "Peak experiences".
- Need for privacy.
- Democratic attitudes.
- Strong moral/ethical standards.   (Maslow, 1970)

Self-Actualized Nurses:

- Florence Nightingale (1820-1910)   Founder of Modern Nursing
- Clara Barton   (1821-1912)   Humanitarian (American Red Cross; Civil War)
- Virginia Henderson   (1897-1996)   Defined Nursing; 20th Century 1st Lady of Nursing
- Martha Rogers   (1914-1994)   Science of Unitary Human Beings/Irreducible Self
- Margaretta Styles   (1930-2005)   Credentialing; ANA/ANCC

- "Living Legends":
    Margaret McClure   Magnet Hospitals
    Jean Watson   Human Caring (Holistic Nursing)
    Sister Callista Roy   Adaptation Model
    Ramona Mercer   Maternal Role Attainment ("Becoming a Mother")
    Patricia Benner   Model of Skills Acquisition in Nursing (Novice to Expert)

Relationship-Based Leadership:

- ***Relationship-Based Care***…places personal relationship between coworkers, patients, and family members (community) at the ***center*** of performance and care delivery.

- Provides **tools** for organizing care delivery and effecting change; as well as, **guidance** in transforming the cultures of healthcare delivery environments from depersonalized places to person-centered, compassionate, healing environments.

- ***6 Components***: Leadership, Teamwork, Professional Nursing Practice, Patient Care Delivery, Resource-Driven Practice, Outcome Measurement.

(Koloroutis, 2004)

Nursing Research/EBP
Learning Needs Assessment:

Fain's Criteria for Critiquing Nursing Research (2018)
(16 Components: Problem - Implications/Recommendations)

Benner's Model (1982):

Expert

Proficient

Competent

Advanced Beginner

Novice

Implementation/Outcomes:

- Advising/Coaching (1:1).
- Tutorials.
- IRB Basic Principles (NIH; CITI).
- Classes (Small groups; various shifts).
- <u>Activities</u>:
  - Abstract development and conference submission(s).
  - Poster design.
  - PowerPoint presentations. (Practice Sessions)
  - **Publications**

<u>NOTE</u>:   **2018…   80% of nurses demonstrate EBP Competencies various levels.**

Lessons Learned:

- Motivation comes from within.
- Be **inspired** by others.
- Stay on the positive side of the bell shape curve.
- Never become disillusioned with life.
- Be resilient.
- Embrace change as "opportunity for improvement".
- Strive to become Self-Actualized (Live up to your potential).
- Be a caring person.
- Never lose your sense of wonder.
- Be flexible and open-minded.
- Collaborate…seek input/feedback.
- See the good, the talent in others…and tell them!
- En**joy life** and have fun!

Guiding Words:

- **"The _secret of joy in work_ is contained in one word… excellence. To know how to do something well is to enjoy it."**

  Pearl S. Buck (1892-1973)
  Sai Zhenzhu

First woman awarded a Pulitzer Prize (1932) for her "rich and truly epic description of peasant life in China and for her biographical masterpieces."
  The Good Earth (1931)

Lived in China for 40 years.

Daughter of Presbyterian missionaries.

Co-Founder of Welcome House (first international, inter-racial adoption agency.)

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Thank you!

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