Unit-based Collaborative Practice Councils: Who Dat?

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Organizational Climate & Emphasis on Improvement

- Baldrige Excellence Framework
- Magnet® designated
  - Iowa Model of Evidence-based Practice
  - Nursing professional governance structure
- Organizational values-driven culture
An Opportunity for Improvement

• Undesirable trends in formal measures: National Database for Nursing Quality Indicators (NDNQI) Nurse-Physician Interactions

• Informal surveys yielded themes including:
  • Disrespectful interactions
  • Miscommunication
  • Delays in making evidence-based change
  • Challenges in sustaining change
Literature base for Compelling Collaboration & Building Relationships

- Organizational approach emerged to align members of the interprofessional team vs. decision-making in isolation.

- Healthy Work Environment (HWE) (AACN, 2016) 6 standards were used as a framework to design and implement the ICU CC.

- Building relationships
  - Mutual respect & use of first names.
ICU Collaborative Council Founded February 2014

• Members of the interprofessional team:
  • Hospitalist providers, pharmacists, dietitians, respiratory therapists, clinical nurses, unit management, clinical nurse specialist, education coordinator, cardiologists, clericals, social workers, informaticists, and ad hoc guests.

• Foundational elements of council:
  • Schedule predictable meetings for the year
  • Official charter, chair, agendas, minutes
  • Opportunities for improvement inclusive of all roles
  • Meeting effectiveness, ground rules, focused agenda work, all members have a voice
Nursing Professional Development: Who Dat?

Education Coordinator & Clinical Nurse Specialist

• **Provide Influence for:**
  • Meeting effectiveness
  • Interprofessional relationships
  • Decision-making
  • Best practice implementation design and timeline
    • Mode of educational delivery to ensure knowledge and skill acquisition
    • Deliverables

• **Facilitate Evidence-based practice processes:**
  • Iowa Model
  • Data driven decision-making to ensure desired outcomes
Clinical Best Practice Projects
Clinical best practice: Enteral feeding
Impact on Interprofessional Relationships

National Database of Nursing Quality Indicators (NDNQI)
Survey item: Nurse-Physician Interactions

ICU RN to Physician Interactions

<table>
<thead>
<tr>
<th>Year</th>
<th>Interaction Score</th>
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<tbody>
<tr>
<td>2014</td>
<td>3.5</td>
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<tr>
<td>2015</td>
<td>3.95</td>
</tr>
<tr>
<td>2016</td>
<td>4.58</td>
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Retrospective Perception Survey Question 1

“Thinking back to 2014 when the council began, please rate your current perception as to how the ICU Collaborative Council has impacted interprofessional relationships (e.g. teamwork, collaboration, etc.)”

![Question 1: Impact on Interprofessional Relationships](chart.png)

- **100** Substantial Positive Impact & Positive Impact
- **0** Negative Impact & Substantial Negative Impact
Retrospective Perception Survey Question 3

“Please rate your current perception of how the ICU Collaborative Council has impacted the implementation and continued use of clinical best practices”
Qualitative Survey Comments

• “Great venue for communication between disciplines about our practices. The evolution of morning care conferences has further helped in this regard.”

• “Collaboration on multiple protocols now in place and discussion on new p/p and protocols on our current agendas keep us moving forward.”

• “Inter department collaboration. Bridging a gap between day shift and night shift processes.”

• “Effective communication across disciplines, and productive teamwork”
Implementing a Collaborative Council

• Utilize existing resources and literature base to target areas of greatest opportunity

• Identify stakeholders for start up conversation; include all relevant roles

• Determine if organizational approval is required

• Utilize the foundational element resources for your council creation
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References


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• Malcolm Baldrige Performance Excellence program criteria (2018).

• University of Iowa Department of Nursing/Hospitals and Clinics. Iowa Model for Evidence-based Practice Revised (2015). Evidence-based practice to promote excellence in health care.