

The background of the slide features a large, faint, red circular seal of Rutgers University. The seal contains the text "RUTGERS UNIVERSITY" and "EST. 1823" around a central emblem.

RUTGERS

School of Nursing

The Importance of Team in Transforming Practice

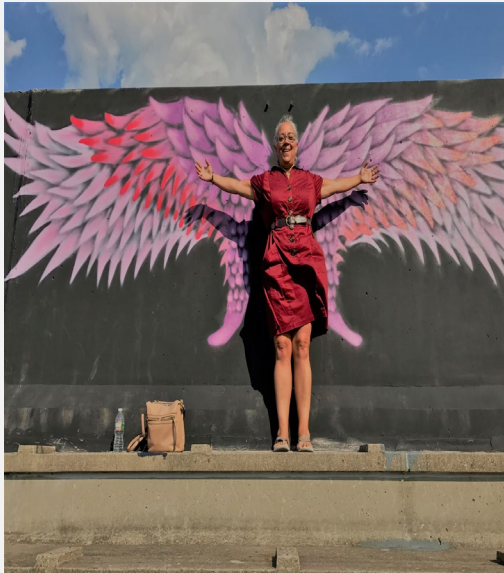
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Speaker Introduction

Speakers have nothing to disclose or conflicts of interest. Speakers were not sponsored and there was no commercial funding for this project or presentation

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Objectives

- At the end of this presentation the attendee will be able to:
 - define a nurse led academic health center
 - identify three components of practice transformation
 - apply the American Association of Critical Care Nurses Standards for Establishing and Sustaining Healthy Work Environments
 - describe the benefit of a leadership team that is relationship based, empowering staff members
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Nurse-led academic clinical practice setting

- The nursing schools at the University of Medicine and Dentistry of New Jersey, and Rutgers, The State University of New Jersey had grant funded, nurse led clinical practices
- The schools merged in 2013 and there was a need to streamline and standardize patient care
- In 2015, the new entity became Rutgers Community Health Center (RCHC), the ONLY nurse-led Federally Qualified Health Center in New Jersey

FOCUS Wellness Center (Rutgers)

- A nurse managed interprofessional primary care clinical site where students from multiple health professions worked together to provide case managed, primary care
 - Nursing
 - Physician's Assistants
 - Pharmacy
 - Social Work
 - Dental
 - Respiratory Therapy



The New Jersey Children's Health Project (UMDNJ)

- Mobile Medical Unit
- Offered primary care services
- Multiple sites in the city of Newark, NJ
- Nurse Practitioners and interprofessional teams of students and faculty





- Originally created as the “Community Center for Health Empowerment and Care”
- In three Newark Public Housing Developments
- Community empowerment model: a community advisory board directs and approves all health center activity

Rutgers Community Health Center

- 2015 New Access Point
- Designated a Public Housing 330 recipient
- Merged three distinct Health Resources Services Administration (HRSA) funded projects:
 - The New Jersey Children's Health Project
 - The FOCUS Wellness Center
 - The Jordan and Harris Community Health Center



Nursing Leadership

- Development of key leadership team
 - DNP and PhD prepared nurses from each school
 - Use of AACN standards as a toolbox to focus on vision and team-building rather than task
- Identifying skillset needed to create a cohesive team
 - Skilled communication
 - True collaboration
 - Effective decision making
- Creating an authentic leadership style
 - Empower staff members
 - Relationship based
 - Visionary

American Association of Critical-Care Nurses Standards for Establishing and Sustaining Healthy Work Environments Practice redesign toolbox

1.Skilled Communication

Nurses as proficient in communication skills as they are in clinical skills

2.True Collaboration

Relentless pursuit and fostering of true collaboration

3.Effective Decision Making

Partners in policy, clinical care, and leading organizational operations

4.Appropriate Staffing

Match patient needs and nurse competencies

5.Meaningful Recognition

Recognize the value each brings to the work of the organization

6.Authentic Leadership

Authentically live it and engage others in its achievement

Using the AACN Standards to create the mission, vision and core values

- Merging clinical operations and conflicting cultures
- New culture based on a Mission, Vision, and Values acceptable to all (standards 1, 2, 3)
- Leadership, clinical, administrative, support staff, patients, and community stakeholders collaborated to create:
 - a mission statement that reflected our goals and actions leading to a..
 - vision of a successful nurse-led health center based on...
 - foundational core values

MISSION

Rutgers Community Health Center mission is to promote health and well-being and provide family-centered, high quality, comprehensive, inter-professional primary healthcare in the community

VISION

Rutgers Community Health Center community members are fully engaged in their care and education, improving their health and creating a healthy lifestyle for themselves, their families, and their community.

CORE VALUES

Respect

Demonstrating with actions and words that each individual is valuable

Community

Building a community through shared interests and goals

Equity

Everyone has the same access to care

Engagement

Actively involving the community in all we do

Passion

Inspiring the community members on their journey to wellness

Scholarship

Sharing information to build to positively impact well-being

Stewardship

Being responsible with all resources

Camaraderie

Creating a safe, supportive environment in all we do and say

Skilled Communication, True Collaboration, & Meaningful Recognition: Integrating the Mission, Vision, & Values

- Staff meeting discussions to integrate mission, vision, and core values into the work day
- Emphasis on core values of respect and camaraderie
 - Leaders role modeled behavior
 - Acted as “buffers”
 - “Pitched in” whenever & whatever needed
- Recognition of behaviors that reflected values
 - Shout outs and applause
- Prevention rather than correction
 - Identified that behavior was not reflective of core values
 - Incivility, bullying, and aggression was not tolerated
 - Appealed to professionalism, leadership potential, mentoring capacity

Strategic Plan: Collaboration, Communication, Decision-making

- SWOT analysis required input from all staff and patients
- Strategic plan critique by all staff and patients
- Staff invested in successful implementation of strategic plan
- An opportunity for team building:
 - Staff was assigned to teams to complete the tasks needed for transformation
 - Teams included students (nursing, pharmacy, medical, community members)
- Celebration of the small victories



Task Shifting and Daily Organization: Identification of Appropriate Staff mix

- Former model: NPs and RNs were responsible for all tasks associated with the patient visit except clerical
- Community Health Workers (CHW) and Medical Assistants (MA) did clerical tasks
- New staff member—Front Desk Receptionist/Office manager assumed clerical/administrative tasks

- All tasks were reassigned:
 - NPs focused clinical management
 - RNs focused on medical care coordination
 - CHWs focused on assisting patients with community related issues
 - MAs –rooming patients, VS, history
- Pre-visit and post visit planning: anticipated patient needs and resulted in decreased staff stress, smoother day, and better patient care
- Task shifting increased job satisfaction, promoted teamwork, and staff worked at the top of their license

Authentic Leadership & Meaningful Recognition

Quality Improvement Committee was the platform for identification of future leaders

- Self-selected Nurse Champions (NC) led QI teams that included MDs, NPs, RNs, MAs, CHWs, SWs, pharmacists, community leaders, and researchers
- Nursing Faculty mentored NCs
- NCs mentored DNP and other health profession students
- NCs led meetings that included case presentations, discussions of clinical guidelines, and in-services of new protocols
- The nurse leaders were resources for NPs and teams

Successes: QI initiatives enhance community involvement

- Clinical plans to address community and individual patient:
 - Chronic Disease Self-Management program led by the nurse and CHWs: obesity, diabetes, and hypertension
 - Health literacy program
 - Asthma treatment program that include home assessment
 - Walking and Tai Chi for older adults
 - Team visits to homebound patients
 - After school program: immunizations and well child checks
- Relationships with school based health programs, service organizations for undocumented citizens, Latinx community, Veterans Organizations, LGBTQ community, and homeless programs

Outcomes (preventing a negative result):



- Voluntary self-care sessions were incorporated into staff meetings:
 - Yoga
 - Meditation
 - Aromatherapy
- Staff was monitored for increased stress
 - Stop
 - Breathe
 - Go to your “happy place”
- 90% participated



Lessons learned

- Nursing leadership is a crucial component of a healthy and happy workplace
- Committed nursing leadership results in effective transformation, job satisfaction, and staff engagement
- Successful team transformation process requires involvement of the entire staff, mentoring of future leaders, and inclusion of key community stakeholders
- Transformation requires a toolbox that helps leaders use mundane but necessary tasks as opportunities for team development
- The AACCN Standards are a foundation for visionary leadership

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