Creating a Nursing Scholarship Strategic Vision to Transform Nursing Practice

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Learner Objectives:

1) Identify the steps in creating a comprehensive nursing scholarship strategic plan
2) Define development pathways and strategies for promoting multi-institutional and interprofessional scientific partnerships

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Harris Health System

Ben Taub – 586 licensed bed Level I Trauma Center; staffed by physician faculty and residents from Baylor College of Medicine

LBJ – 328 licensed bed Level III Trauma Center; staffed by physician faculty and residents from The University of Texas Health Science Center at Houston

QMH – 49 bed physical medicine, rehab, and geriatric facility

Over 30 health centers, school-based, same day and specialty clinics
Emphasis on Clinical Inquiry

Nursing Philosophy Statement:

Nursing is committed to delivering quality, patient-centered care that is compassionate and culturally-sensitive. We promote professional nursing through:

a) Individual empowerment and accountability

b) Open professional communication

c) Research and evidence-based practice
Timeline

Spring 2013
- Gap Analyses completed at three hospitals and Ambulatory Care Services to determine opportunities for further integration of scholarship activities
- Limited resources in ensuring enculturation of research & evidence-based practice for over 2,000 RNs

Spring 2014
- Drs. Kenn Kirksey & JoAnn Mick led a team in developing a comprehensive Nursing Scholarship Strategic Vision
- Identification of Priority Themes (Foundation, Education, Acquisition, Creation, Innovation, Translation, Dissemination), definitions, current and desired (2- and 5-year) states, goals, outcome indicators, and responsible persons
Priority Theme: Foundation

**Definition:** Cultivate a spirit of clinical inquiry and build the infrastructure to support the enculturation of scholarship activities throughout Harris Health System’s Department of Nursing.
Priority Theme: Foundation – cont’d

Current State:

1) Organizational assessments conducted using EBP Beliefs Scale (Melnyk, Fineout-Overholt & Mays, 2008). Strong beliefs in value of EBP, but high degrees of variance in EBP practice.

2) Opportunities to enculturate EBP into clinical and organizational decision-making structures.
## Priority Theme: Foundation – cont’d

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<th>Goals</th>
<th>Outcome Indicators</th>
<th>Responsible Person(s)</th>
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<td>2 year desired state</td>
<td>F-2-1. Create a strategic plan for nursing scholarship.</td>
<td>By 1st quarter 2014, adopt a strategic vision that serves to guide, build and sustain nursing scholarship at Harris Health System.</td>
<td>Sr. Nurse Scientist, CORE team, Strategy team, Nursing Scholarship Advisory Board</td>
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<td>F-2-2. Establish the organizational infrastructure to support nursing scholarship at Harris Health System.</td>
<td>By 1st quarter 2014, a Coaches Operationalizing Research Excellence (CORE) Team that is accessible to clinicians and leaders to develop, expand, and/or advance nursing scholarship will be established.</td>
<td>Sr. Nurse Scientist, CORE team, Strategy team</td>
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### Priority Theme: Foundation – cont’d

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<td>2 year desired state</td>
<td>By 1st quarter 2014, a Nursing Scholarship Advisory Board comprised of academic and healthcare community leaders who effectively partner to achieve Harris Health System’s Department of Nursing research mission will be established.</td>
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<td>Sr. Nurse Scientist, CORE team, Strategy team, Nursing Scholarship Advisory Board</td>
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<td>By 1st quarter 2014, a structured clinical inquiry review panel (CIRP) to evaluate, direct or facilitate organizationally-relevant and operationally-feasible nursing studies will be operationalized.</td>
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<td>Sr. Nurse Scientist, CORE team, Strategy team, CIRP</td>
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Nursing Scholarship Advisory Board

Purpose:

The NSAB will define developmental pathways and delineate opportunities for multi-institutional and interprofessional scientific partnerships.
Coaches Operationalizing Research Excellence (CORE) Team; Clinical Inquiry Review Panel (CIRP); Innovations in Nursing Scholarship, Process Improvement, Research and Evidence-based Practice (INSPIRE) Teams

Purposes:

Facilitate nursing scholarship within Harris Health system to achieve individual professional and institutional goals.
Priority Theme: Education

**Definition:** Provide educational offerings that support registered nurses’ informed participation in research and/or evidence-based practice projects.
Priority Theme: Education – cont’d

Current State:

1) Well-defined basic educational programs for evidence-based practice & research.

2) Approximately 25% of nurse clinicians and 25% of nurse leaders had completed one or both programs.

Desired State:

1) By 1st quarter 2015, document that at least 90% of nurse leaders and 50% of nurse clinicians demonstrate EBP and research competencies (online modules and didactic content)

2) Offer monthly Nursing Research Grand Rounds.
Priority Theme: Acquisition

**Definition:** Obtain and critically appraise scholarly and organizationally-relevant evidence assimilated through data-based publications, expert opinions, and client preferences.
Current State:

1) Online access to Nursing Reference Center (at work and remotely).
2) Texas Medical Center library cards with institutional access.
3) Obtained access to Cochrane Library.
4) Educational series taught by representatives from Nursing Reference Center and TMC Library.
Priority Theme: Creation

Definition: Institute nurse-led or nurse-participative research projects in order to add to the body of scientific nursing knowledge or to validate existing knowledge through replication.
Priority Theme: Creation – cont’d

Current State:

1) Gap analyses revealed fewer than two nurse-led research projects conducted bi-annually.

2) Research foci: Organizationally-relevant, operationally-feasible; a) Healthcare disparity, b) symptom management, c) disease management & population health, and d) organizational development.

3) 2015 – 15 nurse-driven or nurse-participative studies in process; several are multi-institutional and interprofessional partnerships (as of October 1, 2015).
Priority Theme: Creation – cont’d

4) Examples of current research projects:

   a) Registered nurses’ perceptions of using a shared decision model to make practice and professional role decisions

   b) Multi-generational variances in value congruence, organizational commitment, job satisfaction, and registered nurses’ intent to leave

   c) Team communication and collaboration: Debriefing after acute obstetric clinical events

   d) Texas Medical Center inter-institutional falls prevention study

   e) The impact of probiotics on incidence of infection in trauma patients
Priority Theme: Innovation

Definition: “Innovation in service delivery and organization [is] a novel set of behaviors, routines, and ways of working that are directed at improving health outcomes, administrative efficiency, cost effectiveness, or users’ experience and that are implemented by planned and coordinated actions” (Greenhalgh, 2004).

Desired State: Innovation Network; Create mechanism for information sharing (SPREAD)
Priority Theme: Translation

**Definition:** Translating evidence-based knowledge (e.g., acquired, created, or replicated) into inquiry-based practice.
Desired State:

1) 90% of nurse leaders and 50% of nurse clinicians will be able to articulate the process for integration of published evidence into clinical practice.

2) Enculturate evidence-based practice into clinical and organizational decision-making structures (policies and procedures)
Priority Theme: Dissemination

**Definition:** Sharing the results of nurse-led scholarship internally, locally and nationally through refereed presentations and peer-reviewed publications.
Priority Theme: Dissemination – cont’d

2014-2015 Peer-reviewed Publications – 14


Additional Manuscripts in Development - 20
Questions?
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