

# Developing a Supportive Environment for Healthcare Workers

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The Honor Society of Nursing, Sigma Theta Tau International

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**Kim Tharp-Barrie and Tracy Williams are employees of Norton Healthcare.**

**There are no conflicts of interest or relevant financial interests by the faculty or planners of this activity.**

**There is no commercial support of this activity.**

# **Presentation Learner Outcomes**

- 1. Presenters will share programs implemented, lessons learned, and strategic differentiation.**
- 2. Presenters will demonstrate how investment in programs improve patient care, patient outcomes, and patient satisfaction.**

# Strategic Differentiators

- **Investment**
  - \$23.6M since 2005
  - 72% BSN or greater
  - 56% of New Graduate market YTD
- **“Systemness”**
  - First Job in long career
  - New Graduate to Legacy
- **Virtual Employees - Relational**
  - Externs to Apprentices
  - Learning Platforms
  - Orientation Revision
- **Remote Patient Management**
- **Family Culture**
- **Top of License Practice**
- **NHC Institute for Nursing**



# Norton Healthcare Career Development Model



# Norton Healthcare Nursing Professional Practice Model

As a professional nurse at Norton Healthcare ...



The professional practice model incorporates the Theory of Caring developed by Kristen M. Swanson, RN, PhD, FAAN



# Norton Healthcare Institute for Nursing

Norton Healthcare has a NLN accredited Institute for Nursing to support the professional growth and practice of nursing. The Institute serves nurses in the Norton Healthcare system in a variety of ways through their four centers:

- Nursing Practice
- Professional Development
- Nursing Outreach
- Nursing Research



**Center of Excellence  
Healthcare Organization**

*Promote Academic Progression of Nurse  
2013 - 2017*

**Norton Healthcare**

**A National League for Nursing Center of Excellence in Nursing Education  
2013 - 2017**



National League  
for Nursing

**Center of  
Excellence  
Health Care  
Organization**

**The National League *for* Nursing**

is pleased to designate

# **NORTON HEALTHCARE INSTITUTE FOR NURSING**

as a

**2013-2017 NLN  
Center of Excellence in Nursing Education**

in recognition of sustained achievements in

**Creating Workplace Environments that Promote the  
Academic Progression of Nurses**

Marsha H. Adams DNS, RN, CNE, ANEF  
President, National League for Nursing

Beverly Malone, PhD, RN, FAAN  
Chief/Executive Officer, National League for Nursing

**September 20, 2013**



# Professional Nursing Contribution Program P-NCP

The goal of the Professional Nursing Contribution Program (P-NCP) is to reward & recognize highest performing nurses at the point of care.

The P-NCP is a result of an identified need to recognize, reward and retain talent, and differentiate professional nursing practice at the point of care.

The program is geared toward those individuals making a contribution to Norton Healthcare and the profession of nursing.



# Nursing Practice

The Institute unites nurses from across the system to make decisions that will enhance the work environment and empower nurses to excel in their practice. Some examples include:

- Facilitating advancement of evidence-based practice
- Leading and coordinating multi-hospital nursing decision-making groups
- Assisting in the implementation of technology to enhance patient care (RPM)
- Consulting with hospitals as they pursue or renew Magnet designation

# Remote Patient Management

- **Goal: Any patient, any family, any caregiver/provider 24/7 access to APRN real time.**
- **Solution:**
  - Creation of a system **APRN consult** service located in a central location
    - Available **24/7**
    - Via **two way interactive** platform (i.e. Skype)
    - Allows every RN in NHC to access clinical expert /APRN in **real time**.
    - **RN Bedside support and education**
    - Issue Orders and document findings
    - **Patient/family education and support**
    - Dispatch bedside support



# Professional Development

**The Institute facilitates the academic progression and professional growth of nurses by:**

- **Centralizing education common to all nurses, such as core orientation, specialty education, and certification review.**
- **Establishing standards for educational programs**
- **Providing professional guidance to individual nurses regarding career paths and formal education.**
- **Facilitating nursing leadership development to support succession planning.**



# Nursing Outreach

The Institute develops partnerships with community organizations, including schools of nursing, public school systems, public service agencies and other healthcare providers. In so doing, it extends nursing expertise beyond the traditional four walls of the hospital to improve the health and wellness of the community, advance nursing practice and develop nursing's future workforce. Examples include:

- Developing Norton Academy, a high school healthcare career preparatory program.
- Encouraging joint appointments of Institute staff with local schools of nursing.
- Collaborating with local universities to provide coursework specific to workforce needs, such as courses for surgical nurses and patient care assistants, and onsite degree programs.
- Implementing a forensic nursing program to respond to the needs of domestic violence and sexual assault victims.

# Nursing Research

By creating infrastructure and providing resources to support nursing research, the Institute assists nurses in driving research that leads to new knowledge, and ultimately better outcomes in nursing practice and patient care. Some examples include:

- Developing the research mentor model.
- Coaching nurses through all steps of the research process.
- Creating toolkits and templates to simplify research activities.
- Assisting nurses with publication and presentation of research findings.
- Providing experts to consult with hospital research councils.

# Norton Healthcare Institute for Nursing

Through its four Centers, the main goals of the Institute are:

- Provide general and specialty nursing education.
- Create structures that empower nurses to develop professional nursing practice, individually and organizationally.
- Facilitate teamwork and collaboration in decision making among nurses from different hospitals and settings.
- Coach and mentor individual nurses in conducting and disseminating nursing research.
- Work in partnership with community organizations to achieve mutual educational and healthcare goals.

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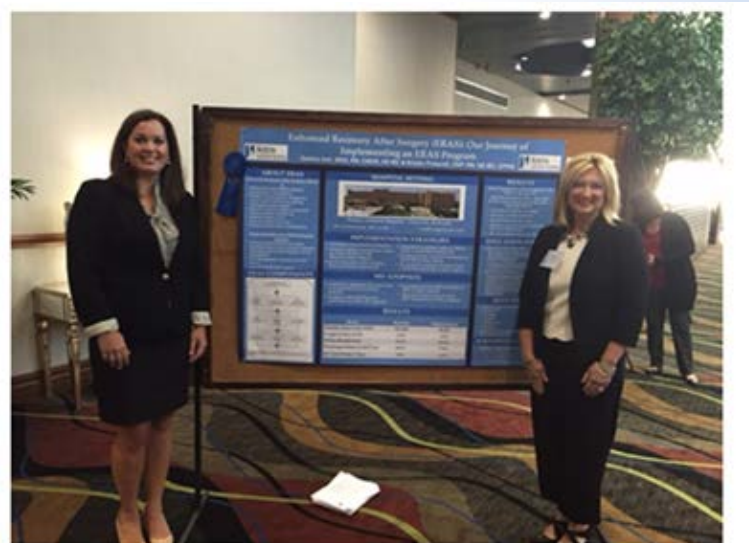
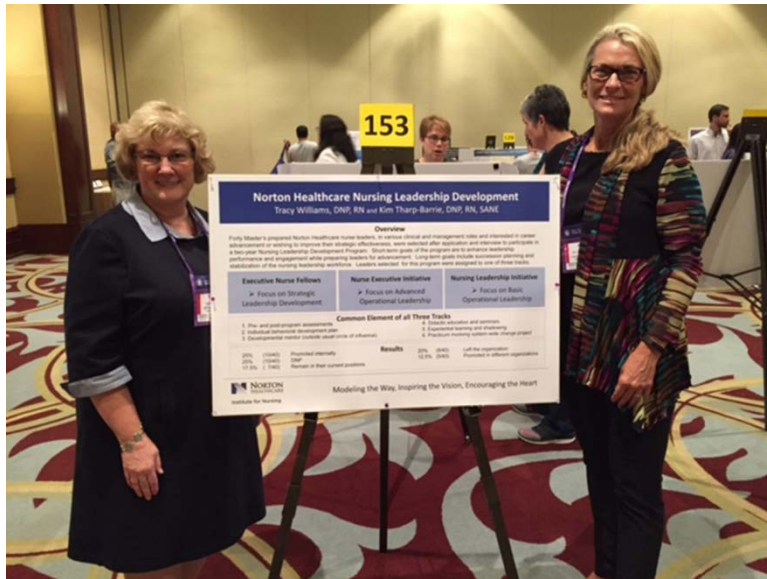
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# Norton Academy

- Fosters inclusiveness
- Promotes diversity
- Instills leadership practices
- Exposes high school students to health care careers.
- To date: (since 2010)
  - 146 students have completed the program.
  - 36 students are in the program for 2016/2017.
  - 11 seniors were accepted to institutions of higher learning and sat for the CNA exam in June, 2016. 100% state exam pass rate.
  - As of July 2016, 6 of 11 CNA students known to be employed in the healthcare field.







# Nursing Externs

## Nurse Externship Program – 2016 = 145 Externs

In referencing a traditional four year nursing program, the Nurse Extern Program is the summer between the student nurse's junior and senior year of nursing school.


- The student nurse interviews for the program, states their top three areas of clinical interest, and then is hired onto a unit of their interest and paired with a licensed nurse.
- The student nurse will commit to 36 hours a week within a five week period.



# Nursing Externs

## Nurse Externship Program – 2016 (continued)

- The student nurse works the same shift as their nurse preceptor and performs skills/functions/tasks associated with being a student nurse while under the direct supervision of their licensed nurse preceptor and under Kentucky Board of Nursing, Nurse Extern AOS #18.
- A clinical competency skill sheet verified by the student nurse's nursing program is used as a guide for the nurse preceptor.
- The student nurse is responsible for documenting the skills/functions/tasks learned throughout their experience.

*Nurse*  *Notes*



# Nursing Apprentices

**Student Nurse Apprenticeship Program – 2016 = 112 Apprentices**

**The Student Nurse Apprenticeship Program (SNAP) is three tiered, experience to hybrid model, of intentional investing in the student nurse. The three tiers are as follows:**

- **Tier I- Experience Immersion**
- **Tier II- Clinical Immersion, and**
- **Tier III- Hybrid Immersion**

# Nursing Apprentices

## Student Nurse Apprenticeship Program (continued)

This program is the result of identified needs and requests from student nurses to increase their preparedness post graduation, in addition to continuing their experience with Norton Healthcare now pre and post the traditional summer Nurse Extern Program (Tier II- Clinical Immersion).

The overall focus of SNAP is to quality train future nurses in an area of their clinical interest, thereby increasing nurse confidence and increasing organizational retention to better prepare the graduate as a “Norton Nurse”.

# New Nurse Residency Program

## Nurse Residency Program – 2016 = 291 Residence

The purpose of the New Graduate Nurse Residency Program is to facilitate a successful transition from student to practice with the ultimate goal for improving patient care, patient outcomes, and patient satisfaction. The program includes two elements:

- Element one is classroom didactic, self-directed learning and clinical immersion with an assigned preceptor.
- Element two consists of resident workshops beginning after element one is complete (length of element one will vary depending on resident's specialty).

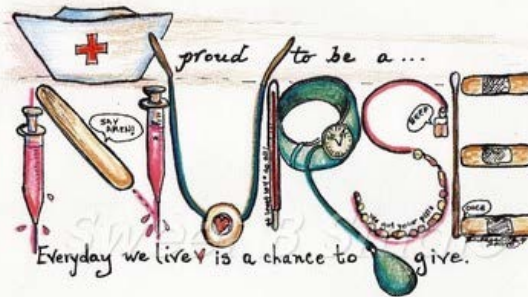
The monthly 3-hour workshops are designed to support the new graduate nurse's professional development, evidence-based practice understanding, and enhanced confidence in professional interactions with peers and colleagues, and reflection time.

# New Nurse Residency Program

## Nurse Residency Program (continued)

The resident completes an evidence based practice experience during their year of residency to promote awareness of evidence-based practice and encourage engagement in his/her individual unit.

- Current evaluations for the residency workshops offer positive feedback related to time for debriefing and the value of the workshop topics to their practice.





# **Creating Workforce Environments that Promote Academic Progression of Nurses**

- 1. A comprehensive program that promotes academic progression throughout the organization has been developed and implemented with evidence of a system-wide commitment to the program.**
- 2. Health Care organization representatives are actively engaged with their academic partners in a professional collaboration resulting in a commitment to academic progression.**
- 3. Academic/practice partnerships support an educated and diverse nursing workforce to maximize competence and role performance to meet the needs of increasingly complex work environments.**

# **Creating Workforce Environments that Promote Academic Progression of Nurses**

- 4. The Health Care Organization facilitates academic progression through the provision of resources to support employees in the nursing learner role.**
- 5. Academic/Practice Partnerships yield projects to advance evidence-based nursing practice.**
- 6. Health care organization representatives in collaboration with their academic partners disseminate the effectiveness of innovative programs that support academic progression through local, regional or national forums.**



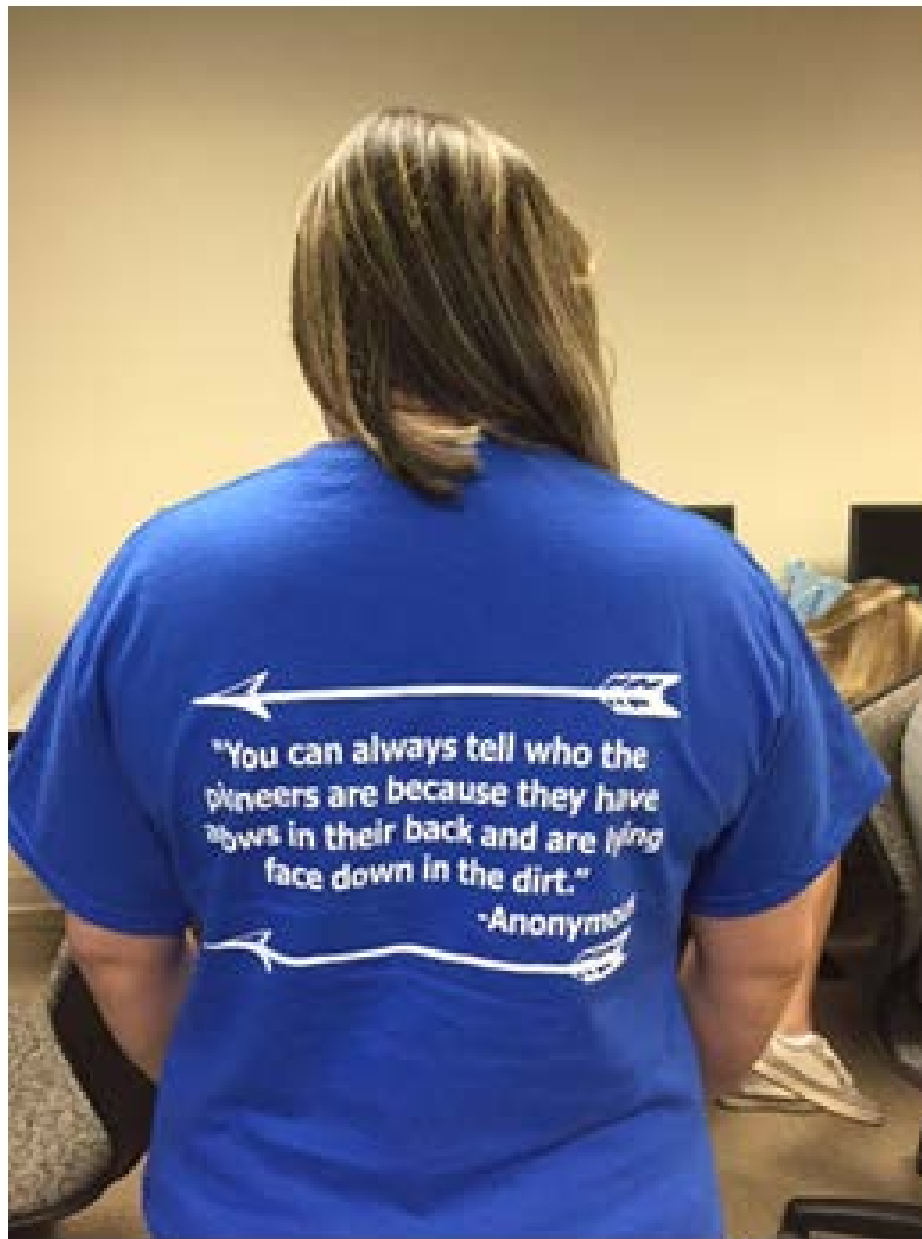


## Nursing **Clinical** Leadership Development - **Consensus**

- Through partnership with University of Kentucky to provide a **secondary certification program** to enable current APRNs to sit for second boards/licensure
  - **All** tuition and fees paid by NHC.
  - **All** classroom and clinical time paid by NHC.
  - **All** classroom and clinical on site at NHC.







# First Doctoral Student Graduates through University of Kentucky Nursing - Norton Healthcare Partnership



# Lateral Violence

Lateral violence is said to exist when nurses adopt the ‘adaptive strategies of oppressed groups’. In response, we provide:

- ☐ Programs
- ☐ Interventions
- ☐ Surveys

**“Thanks but that doesn’t work for me.”**

# Self-Care for Healthcare

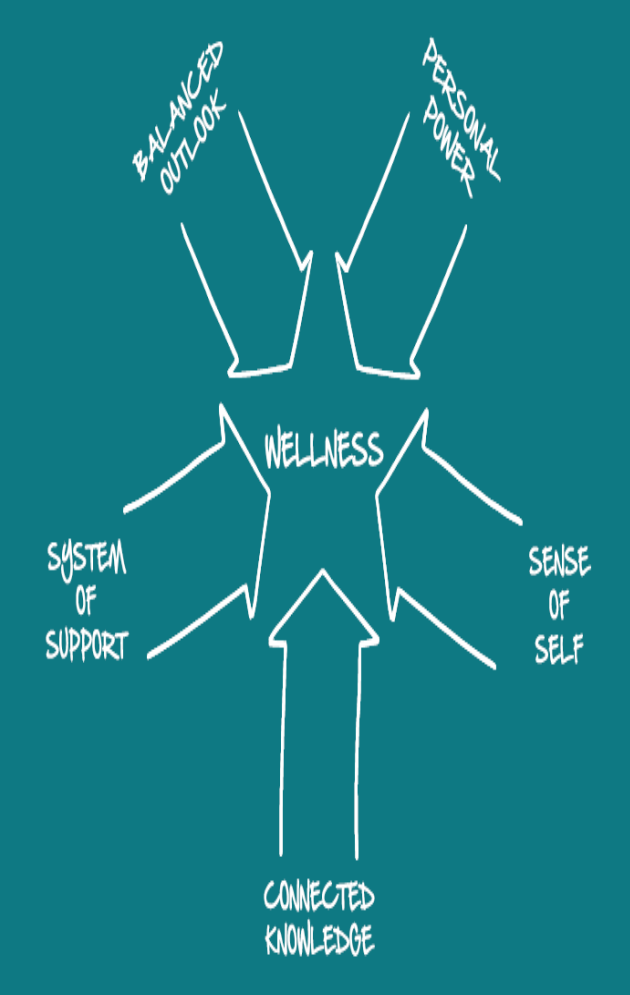
Every day your nurses give their best to heal patients. SelfCare for HealthCare is founded on a simple powerful concept - that in order for healthcare givers to nurture the bodies, minds and spirits of their patients, they must first nurture their own.

**SelfCare for HealthCare™ proven results include:**

- **13% increase in nurse retention.**
- **16% decrease in sick days.**
- **21.5% increase in nurse engagement.**

LeAnn Thieman, Author of SelfCare for Healthcare. ([LeAnn@LeAnnThieman.com](mailto:LeAnn@LeAnnThieman.com))





# N Good Health Wellness Program

NORTON HEALTHCARE IS THE #7 HEALTHIEST EMPLOYERS IN THE COUNTRY

# TKI

**The Thomas–Kilmann Conflict Mode Instrument (TKI™) was developed by Ken Thomas, PhD and Ralph Kilmann, PhD, both professors of management at the University of Pittsburgh. Inspired by the Managerial Grid Model of Blake and Mouton, the two researchers developed a neat, accessible model that people at any level in an organization could use to deal with conflict quickly and effectively.**

**Since their early work, their model has become the leading measure of conflict-handling modes, backed up by hundreds of research studies and selling over four million copies.**

# TKI

The TKI tool is the world's best-selling conflict management assessment because it:

- Facilitates learning to use five practical, situation-specific styles for dealing with conflict effectively (competing, collaborating, compromising, avoiding, accommodating).
- Helps trainers, managers, and other professionals open productive one-on-one and group discussions around conflict.
- Reflects today's gender, racial, ethnic, age, and joblevel diversity in the workplace - based on an updated normative sample.
- Is quick (30 items, takes just 15 minutes) and easy to understand, and requires no special training or certification to administer.
- Is backed by excellent support and guidance through CPP's global distributor network.



## What We Do

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- Professional Development
- Nursing Outreach
- Nursing Research

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- Coach and mentor individual nurses in conducting and disseminating nursing research
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## Who We Are

### Vice-President

Kim Sharp-Barrie, DNP, RN, SANE

### Directors

Sharon Conway, MSN, RN, NE-BC  
Miranda Roark, RN, BSN, MS, NE-BC

### System Nurse Educators

Jennifer Chandler, MSN, RN, CCRN (Critical Care)  
Paul Clark, PhD, MA, RN (Research)  
Greir (Ander) Flynn, MSN-FNP, PCCN (Research)  
Carol Goss, DNP, RN-BC, (Med/Surg)  
Michele Harbin, BSN, MBA, RN, CNOR (Surgery)  
Will Lanman, MSN, RN. (Outreach)  
Greg Roution, MSN, RN, SANE (AHA/DV/SANE)  
Sally Sturgeon, DNP, RN, SANE-A., AFN-BC  
Debbie Williams, BSN, MHA, RN-BC (ANCC)

### Nurse Managers

Julie Wolford, RN, MSN, Norton Nurse Residency  
Brittany Burke, MSN, RNC-OB, Extern Program  
Shawna Thomas, BSN, RN, ED/CC/PNCT

### Data Analyst

Lori Mattingly, MPH

### Shirley M. Powers Endowed Chair in Nursing Research

Barbara Polivka PhD, RN

### Administrative Assistants

Diane Brandenburg      Carolyn Edland  
Betty Hayes              Celeste Quire



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Phone: 629-3547

Norton Healthcare Employees: Look for us on Nsite  
On the Nursing Page

## Norton Healthcare

## Institute for Nursing

*Fostering  
innovation and  
collaboration  
through research,  
professional  
development,  
nursing practice  
and outreach*



Institute for Nursing



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## Additional Resources

Visit the Institute for Nursing site on Nsite. It provides an abundance of helpful resources, tools and program information.

**Continuing Education:** A calendar of upcoming CE offerings, application forms for CE credit, external links to healthcare news and external CE programs and links to KBN required nursing courses

**Research:** Links to external websites for research investigator training and information, tools and templates to facilitate research project development and approval, and templates for poster creation and presentation

**Preceptor Corner:** Tools for regular assessment of new employee progress, articles of interest for preceptors, including a blog for sharing comments with other preceptors, and nomination forms for preceptor reward and recognition

**Practice:** Specialty specific sub-sites including peri-operative, med/surg, critical care, AHA education, and Sexual Assault Nurse Examiner

