Demonstrating the ROI for Nursing: Engaging Nurses and the Organization

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AGENDA

1. Context
2. Initiative
3. Vision & Priorities
4. Lessons Learned
5. Engaging YOUR Wisdom
Context
Centre for Addiction and Mental Health

Canada's largest mental health teaching hospital

Established 20 years ago from four separate organizations: academic hospital, provincial lunatic asylum, withdrawal management facility, and health promotion / public education for addictions

Dedicated staff of more than 3,000 physicians, clinicians, researchers, educators and support staff,

Approximately 525 inpatient beds & outpatient services serving more than 34,000 patients each year

Services include: Emergency Department, Acute/Crisis services, Early Intervention, Adult Neurodevelopmental services, Serious Persistent Mental Illness, Forensics, Youth and Geriatrics
About Nursing at CAMH

Approximately 850 nurses: RNs, RPNs, NPs, & APNs
Approximately 547 students with 356 nursing students annually
Historically Nursing not strongly visible in operational leadership
Administrative clinical leaders were predominately non-nurses (mainly SW)
Unit managers – only a small number were nurses
A “sense” that nursing is not well understood and thus perhaps not valued
Nursing turnover in direct care – quite low
Organizational narrative that nursing is not living up to it’s potential
**Goal:**

Positively influence the organizational narrative on how nursing is viewed, and looked to for leadership

Create a movement for and with nurses showing how nurses are a critical factor in achieving the promise of Vision 2020

**Objective:**

To engage nurses, leaders, and other collaborators in creating a shared vision for optimizing nursing leadership for high quality patient care, education, and knowledge development by:

- enabling nurses, leaders, and other collaborators across CAMH to reflect on and articulate the unique contributions of nurses,
- creating a shared vision for the difference they most want nurses to make for patient care, education and knowledge development, and developing and implementing a strategy to bring this vision to life.
Approach

Based on the principle of “generativity”

Strategically focused to engage and motivate nurses

• Approach in itself was an intervention for Nurses & for Organization

Labelled as the “BEST of CAMH Nursing” and began with question:

• *Share a story of an experience where you thought THIS IS WHY I BECAME A NURSE*

• *If nurses are fully contributing to patient experience and outcomes at CAMH we most aspire to, what would be happening?*
**Process We Followed**

- **Establish core group to interview others**: (60 nurses and 5 friends of nurses; train and provide guiding questions)

- **Collect and share themes, stories, and distill the key points**: Knowing the patient & Nurses wear different hats

- **BIG Event**: to accentuate the quiet momentum that was building through the interviews and dialogue

- **Finalize the Strategy & Plans**
Initial Reactions / Responses

• People appreciated the invitation and sharing their experience

• Initially, when we asked for examples of where nurses “stepped up” it was hard for them to think of something because it’s what they do everyday

• There was a lot of excitement – sense of appreciation, feeling good about the role of nurses
What people value most about nursing: initial themes...

**Holistic knowledge of clients** – taking time to ensure that clients’ needs and outcomes are met

**The advocacy work that nurses do** – nurses acting as support networks

**Adaptability and flexibility** – having a great ability to be flexible, adapt to change while providing great care; intentionality in the role that is taken on

**Ongoing and Continuous Relationships** – the best value about nursing is interpersonal relationships – ongoing and continuous – through crisis and stress - this relationship is a therapeutic contribution on its own
Vision & Priorities
CAMH Nursing Vision 2020

CAMH Nurses will:

Be recognized as an international model of excellence for the highest quality
...of patient-centred mental health nursing where nurses partner with patients and use technology for the best outcomes

Provide leadership across CAMH as system planners, advocates and problem solver
...and bring wisdom and experience to daily care, care model design, quality improvement, and policy development

Leverage their nursing knowledge and skills to improve access and quality of care
...in each unit and clinic within CAMH, in the community and around the globe

Support and enable nursing practice through leading edge mentorship, education, and evidence ...generated through quality improvement, evaluation and research
Best of CAMH Nursing: Priorities

Enable Nurses to Champion Clinical Excellence

Leverage CAMH Nursing to Transform Lives

Invest in Mental Health Nurses as Specialists, Scholars & Leaders

Engage Nurses as Partners to inform excellence

Focus on Quality & Patients of Today

Focus on Organization: Today & Tomorrow

Focus on Quality & Patients of Tomorrow

Enable

Invest

Engage
Key Insights / Lessons Learned
Key Insights

Strategic approach to engagement

Make it an organizational initiative

Link nursing strategy explicitly to organizational goals, highlighting the value add

Enable, Invest, Engage

Maintain momentum
  • Nursing infrastructure for leaders & staff
  • Regular check-in’s
  • Profile nurses – internally & externally

Leverage nurse leaders across the organization

Investment by leaders, by organization -- moving towards broader nursing community
Key Insights

Evaluation
• Launch a Participatory Action Research Initiative for the overall initiative
• Evaluate each aspect of the work plan

Take note of small / big changes
• One year check-in shows we are on right track with progress and momentum
• Starting to see spinoffs (e.g., Leadership networking event)
Engaging your Wisdom
How else to demonstrate the value / impact of Nursing?

How to make the best of nursing visible - it is the tasks and the negative aspects that were visible and served as the foundation for the negative narrative.

Who are the champions?
Thank You

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