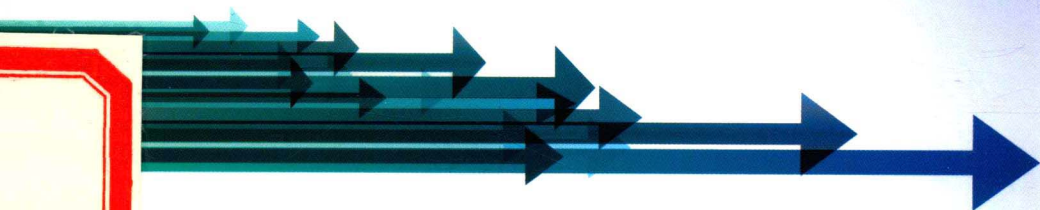


# PROFESSIONAL PRACTICE MODELS IN NURSING

**SUCCESSFUL HEALTH  
SYSTEM INTEGRATION**

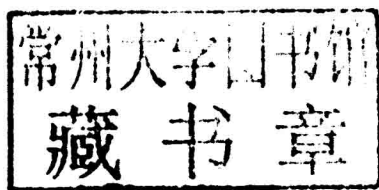


JOANNE R. DUFFY

# **Professional Practice Models in Nursing**

## **Successful Health System Integration**

*Joanne R. Duffy, PhD, RN, FAAN*



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# Foreword

As a “seasoned” nurse executive, I frequently count my blessings, crediting the many nurse mentors, role models, and experiences I have interacted with for informing my administrative practice. As a nurse executive of a Magnet®-designated organization and the editor-in-chief of *The Journal of Nursing Administration*, I am often called upon to mentor nurses for leadership roles or to disseminate information through publications. This work, *Professional Practice Models: Successful Health Systems Integration*, by Dr. Joanne R. Duffy, should serve as a reference guide for nurse leaders, new nurse executives, and all faculty. Rarely has there been a comprehensive work of this magnitude produced to provide intense and practical direction for so many levels of practice.

As Dr. Duffy states in her text, we are undergoing rapid change in health care delivery. One stressor impacting the survival of nursing leadership and administrative practice is the impending number of experienced and highly successful nurse executives who are retiring or leaving their roles. This book by Dr. Duffy is a must-read for new nurse leaders following in our footsteps. It will enable them to increase their knowledge of the systems and processes required to implement, sustain, and measure professional nursing practice while providing a strategic framework to guide strategies for patient care.

Many experienced nurse executives have programs and initiatives in place to enhance the adoption of evidence in practice; however, few can show sustainable outcomes and consistent implementation of these practices by clinical nurses and leaders. This book will help provide practical guidance to support an understanding of roles in the implementation of professional nursing practice and the resultant application of evidence at all levels, including for students, clinical nurses, researchers, faculty, and nurse

leaders. By sharing this book with others, nurse leaders can move through an organized planning process to develop structures for their own nursing organizations.

As an editor, I frequently receive manuscripts from writing teams presenting examples of innovations and improvements in care delivery. Few organizations have developed comprehensive practice frameworks to move beyond episodic projects toward sustainable change. Dr. Duffy provides a step-by-step guide for a more thoughtful approach through her practical implementation advice, case studies, and suggestions for systematic measurement and dissemination.

As an international researcher focused on the implementation of caring in practice, Dr. Duffy interweaves this component into the book. Caring practices and principles have been adopted by many organizations as a cornerstone of their nursing philosophy. Dr. Duffy provides a guide to take this well-known and proven theoretical principle and use it in understandable and easily demonstrable practice behaviors to support professional practice models.

Lastly, this comprehensive work supports our transition to new models of care, including population health. Nurse leaders are being challenged to assume new roles and develop new competencies. Through Dr. Duffy's work, the essentials of professional nursing practice will be developed, enhanced, measured, and preserved, contributing to new levels of wellness for our communities across the continuum.

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# Foreword

The health care delivery system is undergoing extraordinary transformation shaped by changes in financing, access to services, availability of health professionals, and consumer demands. Nursing must be prepared to build on its professional practice model to generate innovative programs that enable nurses to practice efficiently and effectively. It is essential that members of the health profession work to improve the quality and safety of services that consumers receive. Professional practice models provide the framework for nurses to plan, deliver, and evaluate interventions that result in positive clinical and service outcomes. The multiple examples presented in this publication, *Professional Practice Models in Nursing: Successful Health System Integration*, are valuable resources for executives, nurse leaders, educators, and advance practice and staff nurses to create and deploy professional practice models to meet health system demands. The book is organized with powerful “Lessons Learned” stories for readers’ consideration in their practice. Practice models that are person centered and evidence based are the basis for the delivery of excellent nursing care for all who trust us with their lives within and outside acute care settings.

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# Foreword

Health care is changing before our very eyes; in fact, we won't recognize it 10 years from now. The forces at play accelerating this transformation include moving from fee-for-service to value-based purchasing, the aging of the population, and the often unimaginable pace of technology development. Nurses, as the largest profession within health care, have an opportunity to be leaders in this transformation. One of the recommendations listed in the Institute of Medicine report *The Future of Nursing: Leading Change, Advancing Health* (2010) is to prepare and enable nurses to lead change. Harnessing the full potential of each and every nurse in the United States can improve the value of the entire health care system.

Practicing nursing at its full potential is best accomplished with a professional practice model fully integrated in places where nurses work. As of this writing, there are 423 Magnet<sup>®</sup>-designated facilities in the United States, and evidence continues to show that these health systems have lower mortality rates than their non-Magnet counterparts (Friese, Xia, Ghaferi, Birkmeyer, & Banerjee, 2015). An essential component of Magnet designation is having a robust, fully implemented professional practice model. *Fully implemented* is the key. The situation surrounding practice models is not unlike the famous strategic plan in which hours are spent crafting the words just right and then the plan lands in a file until it is time to review the plan's progress several years later. Professional practice models also face the same risk when a lot of time is spent selecting the tools and educating the nurses but little is done to hardwire the model into true everyday practice.

Dr. Joanne R. Duffy is an authority in developing practice models. Her Quality-Caring Model<sup>®</sup> has been successfully implemented in settings

large and small. This text effectively creates a blueprint for how to make this process as meaningful as possible regardless of the model chosen or the type of organization considering the model. As an executive at Children's Mercy–Kansas City when it was receiving its first Magnet designation in 2003, I have seen firsthand the impact that can be made when these broad steps are followed.

One of the key points that is often missed and that Dr. Duffy clearly illustrates is the critical importance of evaluation. Historically, nurses and others focus a great deal on process measures. Although an important consideration, these measures mean little without strong evaluation of outcome measures. Process measures are important; however, the ultimate value of nurses practicing to their fullest potential is demonstrated through improved outcomes of care. This is an important means by which the value and contribution of nurses is better understood and viewed as more than just a component of the bed charge.

Dr. Duffy's blueprint is helpful whether you are a chief nursing officer (CNO), a Magnet or quality-improvement (QI) coordinator, an educator, or a student. The changes in health care will cause some organizations to make decisions that are reactionary and financially based. Nursing is always at risk in these situations because it represents a large proportion of labor expenses in a health system. A well-established professional practice model can help guide the organization generally, and nursing leadership specifically, to collaboratively make the best decisions possible while ensuring positive outcomes for patients and families.

An integrated and successful implementation of a professional practice model also ensures that important nursing values and how care is actually delivered are aligned between leaders and practicing nurses. If practicing nurses and nurse leaders make decisions together based on the professional practice model, this collaboration provides an opportunity for open discussion and creates a mutually beneficial and respectful relationship that is transparent and patient centered. Unfortunately, I often hear examples from around the country in which practicing nurses have inappropriate workloads and little support. This leads to disillusioned nurses who suffer from disengagement and ultimately moral distress and caregiver fatigue. A professional practice model can be the framework for productive dialogue that prevents these ill effects. In a time when there is a call for interprofessional teamwork in health care, it is imperative that we have our own profession in order.

*Professional Practice Models in Nursing: Successful Health System Integration* is an important text for those wanting to better understand this topic. The principles, rationale, best-practice examples, and reflective questions include crucial information needed to fully integrate professional practice models. The author delivers one of the most important works on this topic to date.

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# Preface

Central to the advancement of a health system is its workers, who today face many challenges, including less time with patients and families, burdensome regulations and increased documentation requirements, an aging and transcultural peer group, looming retirements, inadequate training and continuing development, and, at times, uninspiring leadership, all of which contribute to work-related stress. Professional nurses, the largest category within this group, face their own disciplinary issues of professional identity, entry into practice, delegation and accountability for care assigned to unlicensed personnel, integrating evidence-based practice into clinical workflow, and continuous change. As a result, nurses often find themselves practicing repetitive and often uninteresting work that is disconnected from its disciplinary source. And nurse leaders struggle to integrate large-scale change, oftentimes doing so imperfectly. Although the American Academy of Nursing's Magnet<sup>®</sup> program has enabled many health systems to distinguish themselves as exemplary in nursing practice by meeting several criteria intended to support nursing autonomy, empowerment, innovation, and high-quality patient care, there remains considerable controversy over the meaning of exemplary nursing practice and, in particular, how professional practice models as one source of evidence are successfully integrated into health systems.

As of this writing, over 423 health care organizations are currently designated as Magnet organizations (with many more on the "journey"). A key component of this recognition for excellence in nursing is exemplary professional practice as evidenced by a professional practice model that delineates the role of nursing, its relationships with others, how it is applied and continuously revised in everyday practice, by what means decisions about practice are made, how superior nursing practice is recognized and rewarded, and, most important, how nursing professional practice influences patient outcomes.

To meet requirements for Magnet designation, health care organizations expend valuable resources creating, implementing, and showcasing professional practice models, albeit using no coordinated or consistent approach, and often without attention to evaluation or dissemination of results. As a consequence, considerable variation in implementation and full enculturation exists, translation to the bedside may be lacking, limited empirical evidence of the value of professional practice models to patients or nurses has been revealed, and nurses and nurse leaders often become frustrated in their attempts to integrate such models throughout health systems.

The incongruity between the intent of professional practice models and the reality of health systems to integrate them into practice is notable and may be linked to worker dissatisfaction. Not only has professional practice model integration not been optimized, but improved outcomes as a result of their assimilation into nursing practice have not been adequately demonstrated, leaving the discipline without important evidence of the models' contribution.

Although most professional nurses and their leaders strive to practice in accord with professional values, many find themselves beleaguered with the challenging task of translating a multicomponent framework into long-standing hierarchical structures (aka compliance cultures) using traditional processes, particularly given the current realities of today's health care system. More specifically, in the midst of struggling to deliver high-value services, increase market share, and engage employees, many nurse leaders find themselves attending to elaborate performance improvement systems, expensive renovations, new regulations, and designer technology versus the practice of professional nursing. And registered nurses, who make up the largest of health professions and who spend the longest periods of time with patients and families, have a great need to practice from a disciplinary base, strengthen their accountability for quality patient outcomes, and find meaning in their work.

This book provides an overview of nursing professional practice models; their potential value to patients, nurses, and health systems; an orderly process of ensuring their translation into daily workflow; and the requisites for demonstrating their impact. The text highlights the contribution that exemplary professional nursing practice can make to patients, families, professional nurses, and the health care system, given a systematic and thorough approach to its integration. *Professional Practice Models in Nursing: Successful Health System Integration* builds on the professional literature, the author's experience integrating professional practice models, and emphasizes a

systematic, evidence-based approach that takes advantage of nurses and nurse leaders working side by side in mutually beneficial relationships to promote optimistic and prosperous futures.

The intent of the book is to raise awareness of the significance of nursing professional practice models for improving the value of health services. Additionally, it is a resource for nurses and nursing leaders as they go about implementing such models, for students who are learning about nursing or health systems administration, and for educators who are teaching such content. Through the lenses of innovation theories, evaluation models, implementation and dissemination frameworks, and exploration of selected concepts such as individual adoption and organizational enculturation, the progression of professional practice model integration is presented. The importance of evaluation, sustainment, and generating impact is illuminated with multiple examples.

This author's knowledge about successful integration comes from a combination of the inclusion of her middle-range theory into many professional practice models throughout the country, successful national demonstration projects, her firsthand experience working with health systems as they implement and evaluate professional practice model integration, and her knowledge and practical application of theory and evaluation methods. Lessons from the field and reflective questioning, incorporated throughout the text, provoke important observations and useful insights that are beneficial for contemporary nurses and nurse leaders.

Part I focuses on the definition, value, and disciplinary need for professional practice models, and includes practical steps required in preparation for model integration. It is intended to provide a better understanding of professional practice models and to facilitate commitment to action. The next section is the mainstay of the text and, using various frameworks, discusses the processes of innovation and transformation that health systems experience as professional practice models are successfully integrated. It includes the design, implementation, evaluation, adaptation, adoption, and enculturation processes. The emphasis of Part II is eventual enculturation and it fulfills this purpose through repeated examples and exemplars, concentrating on the nurse–nurse leader relationship and associated strategies. The how-to's of values clarification, choosing a theoretical framework, specific implementation strategies, maintaining the momentum, and tipping points and milestones are addressed. It is important to note that evaluation and revision of professional practice model implementation, an often underrepresented aspect, is described in detail with attention to the author's personal

experiences. Part III centers on sustaining the “transformed culture” and spreading professional practice models through specific communication mechanisms, and special relationships and practices. This part of the book concludes with a chapter on creating impact—influencing change beyond the doors of a single organization—adding value, and building an impressive future. Examples and other resources are presented in the appendices.

### HOW TO USE THIS BOOK

The text is intended for use by nursing students, particularly graduate students and nursing scholars, as well as clinical nurses, nurse educators, nurse researchers, and those in nursing leadership positions at all levels. Magnet coordinators and health professionals in other disciplines may also find it helpful. Each chapter contains objectives, insets, a section called “Learning From the Field,” key summary points, and reflective exercises designed to provoke thinking and application. As a whole, the text offers multiple examples and practice insights from diverse community and academic health centers, helping readers relate to the content. The appendices provide additional resources for those interested in implementation strategies and assessing the progression of professional practice model integration in their health systems.

Little has been done in terms of generating evidence for particular professional practice models and, in most health systems today, nurses still practice according to the biomedical paradigm amid the complexities of technology, multiple procedures, throughput, workflow, and supervisory roles. Although many health systems have embraced a more disciplinary perspective in their quest for nursing excellence, there remains considerable variation and, in some cases, utter confusion about the nature and full enculturation of professional practice models. In fact, many are confused about just what a professional practice model is and how it can enrich the practice of nursing as well as positively impact patients and the larger health system. A systematic approach to professional practice model integration fills a void in the literature by offering an established approach to implementation, suggesting methods for evaluation and revision and providing both practical lessons from the field and opportunities for reflection. This volume consolidates available information on the topic in one place, ultimately guiding nurses, nurse leaders/administrators, and educators in the process of translating professional practice models into clinical workflow, advancing nursing practice, and improving the quality of patient care.

Comprehensive integration of professional practice models offers possibilities for improving health outcomes, strengthening professional nursing practice, and providing exciting opportunities for ongoing research that will provide empirical evidence of their value. Especially during this period of transition in health systems, the challenge to nurses and nurse leaders at all levels is to ensure congruency between professional nursing values and professional practice. In doing so, they will preserve the timeless values that undergird nursing, deliver high-value services to patients and families, and provide meaningful work for practicing nurses.

*Joanne R. Duffy*



# Acknowledgments

Thank you to all the smart, creative, and caring nurses—the most valuable health system resource—who have touched me in so many ways throughout the years. You know who you are, for we share many fond memories, amazing war stories, heartrending moments, and a common disciplinary connection. I watch in admiration those of you who are still “in the trenches” providing direct care to our most vulnerable; to others of you who are now retired but caring for grandchildren, parents, or “giving back” in some other way; to those who are instilling disciplinary values to our future graduates while pursuing important research questions; and to those inspiring nurse leaders who have challenged me in some way. Your professional contribution to patients, families, and society is profound, continuing to shape healthier lives. To you, I owe my deepest gratitude for providing me with a listening ear, the courage to persist, many laughs, and meaningful work that has made all the difference!

And to those nurses from all levels of health care who have voluntarily contributed to this book through “Learning From the Field” entries, you have enriched the text immensely. To all of you, your perspectives and wisdom provide the readership with valuable insights and lessons learned that would not otherwise be shared.