

**Magic in Teaching Conference  
October 2010**

# **Evolving Care Design & The Future Nurse**

**Perspectives – Planning - Action**

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# Highlights

- Applying systems thinking & strategy to examining the workforce issues ahead
- Why there must be a revolution in redesigning care
- The future nurse
- Food for thought – implications for education and teaching

# What's Known.....

## ■ Present Economic Influences

## ■ Re-emergent shortages

- 581,500 new RN positions created through 2018 increasing size of RN workforce by 22% (Bureau of Labor Statistics – Dec 2009)
- Healthcare sector growth despite other loss industries. BLS reports 613,000 jobs added in healthcare sector since recession began
- Despite current easing of nursing shortage currently – RN shortage expected to grow to 260,000 by 2025
  - Twice as large as any RN shortage since the mid-1960's
  - (*Health Affairs – July/August 2009*)



# Further .....



- Work Environments remain an issue
- Collective bargaining & staffing legislation momentum
- Non-direct care jobs attract nurses
- Staffing levels enhance or jeopardize patient safety --- and reimbursement
- Engagement (“satisfaction”) challenges continue
- Patient/Consumer factors
  - Increasingly complex needs
  - Pent up demand
- Global competition for talent

# The Future of Nursing

- Remove scope-of-practice barriers.
- Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
- Implement nurse residency programs.
- Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020.
- Double the number of nurses with a doctorate by 2020.
- Ensure that nurses engage in lifelong learning.
- Prepare and enable nurses to lead change to advance health.
- Build an infrastructure for the collection and analysis of inter-professional health care workforce data.

# "The Perfect Storm"

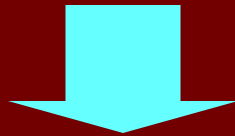
## *Future Healthcare Disaster*



# Navigating the Storm Ahead

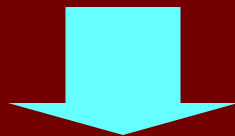
**Incremental improvements typically don't work long term.—**

**Need a system overhaul**



New care delivery models

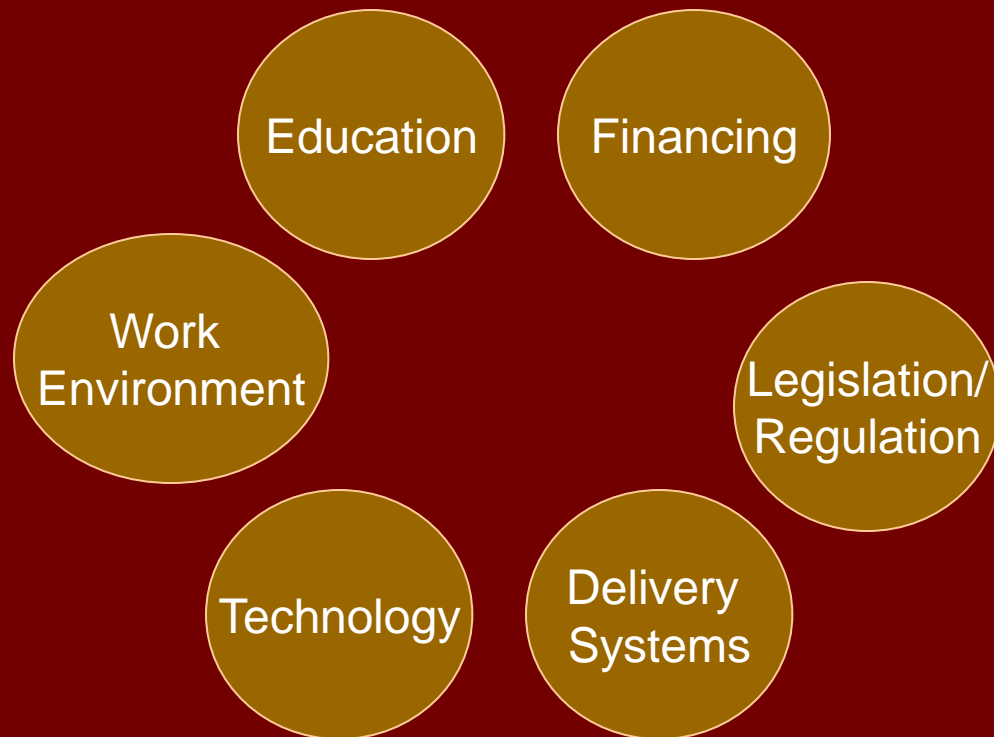
Leverage clinician roles within redesigned health care teams



New recruitment, education, & public policy to support innovations

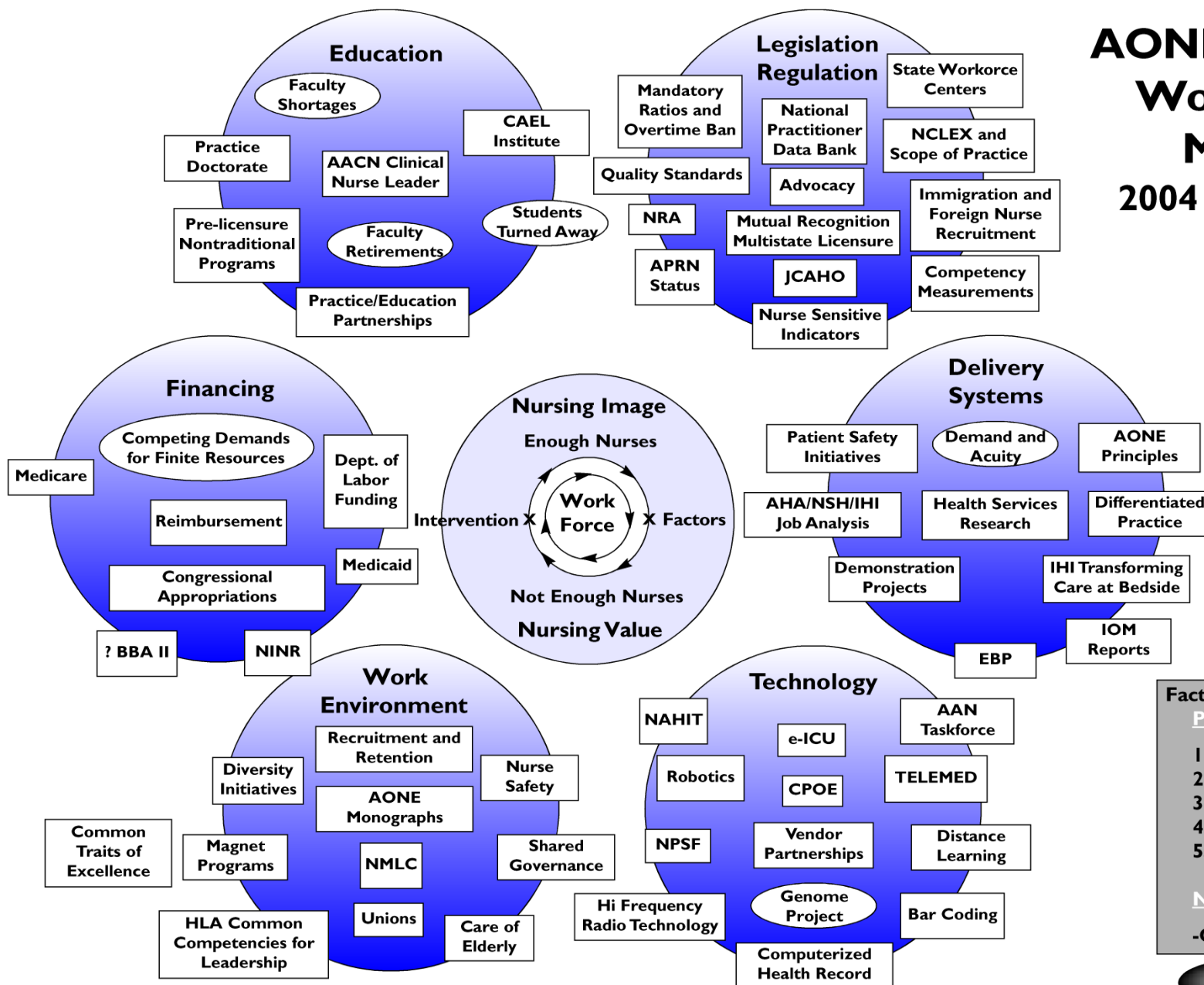
# A Systems Approach

*It takes a system to transform care...*



# AONE Nursing Workforce Model

## 2004 Initiatives



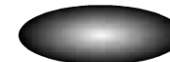
### Factors We Cannot Control

#### Population

1. Aging Workforce
2. Baby Boomers
3. Generation X
4. Aging Population
5. Increased Diversity

#### National Economy

-Growth Rate

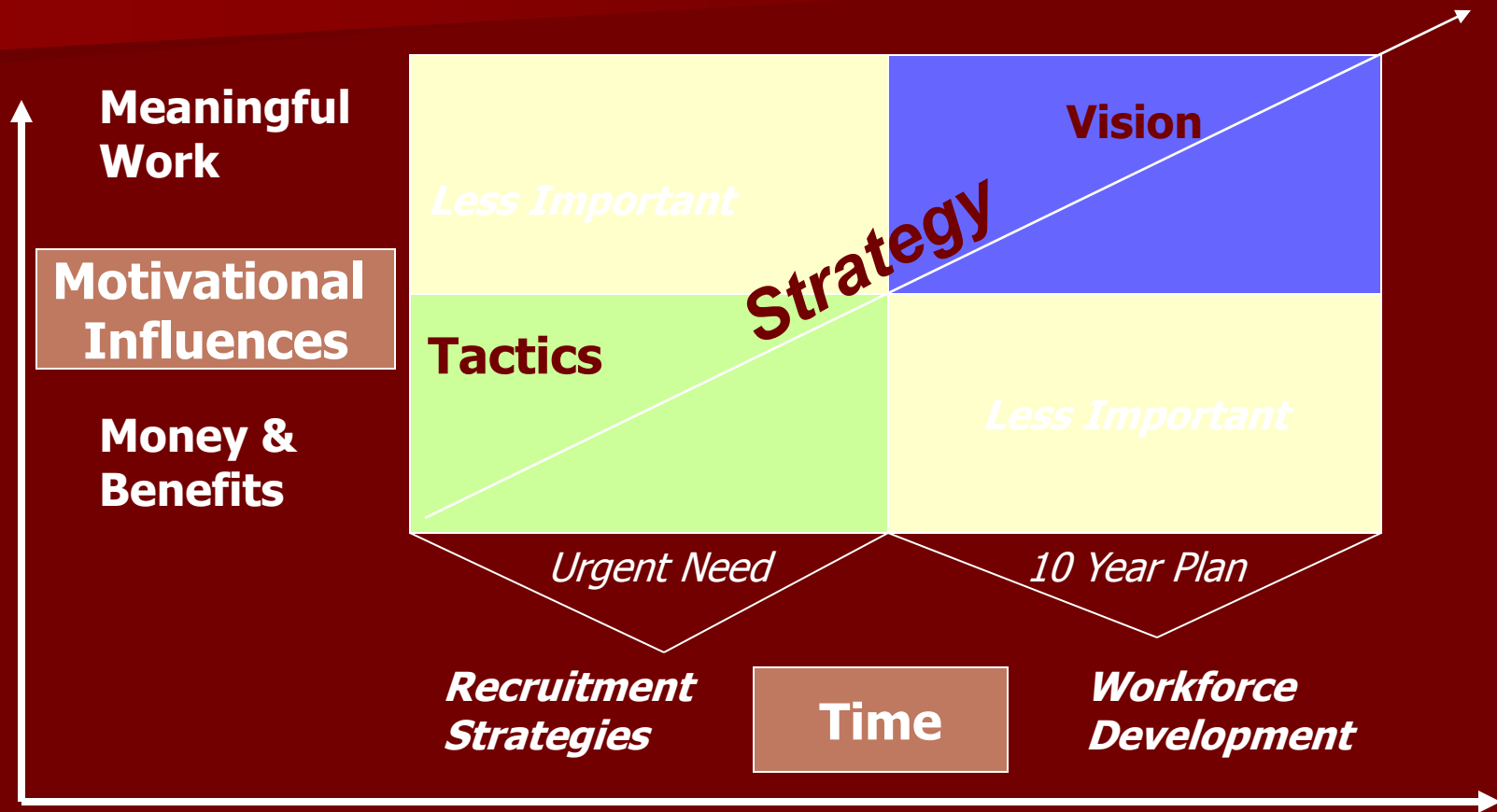


Factors



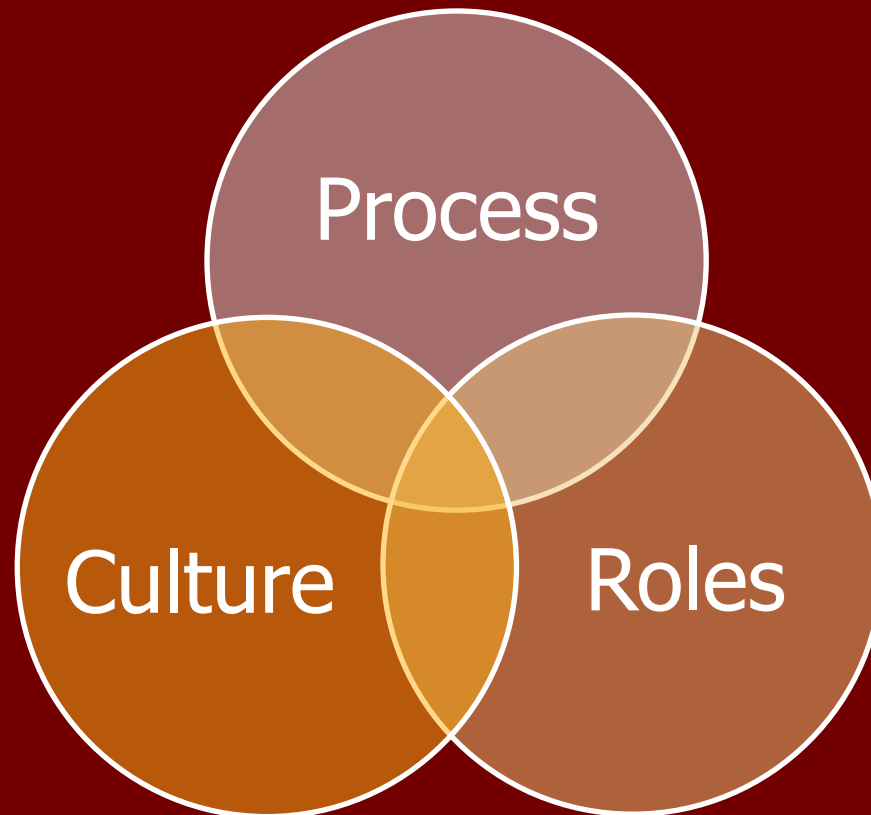
Leverage Activities

# Atchison's “High Performing Employees” Strategy Guide



# There Will Never Be “Enough” Nurses

A movement is needed to redesign care.....



*Herrin-Griffith  
(2009)*

# Characteristics of New Care Models

- Is patient and family centered
- Produces quality outcomes
- Is safe
- Bridges continuum of care
- Delineates the task and roles of providers
- Leverages technology, training, process improvement, and available resources
- Demonstrates adaptability and sustainability
- Enables healthful practice environments

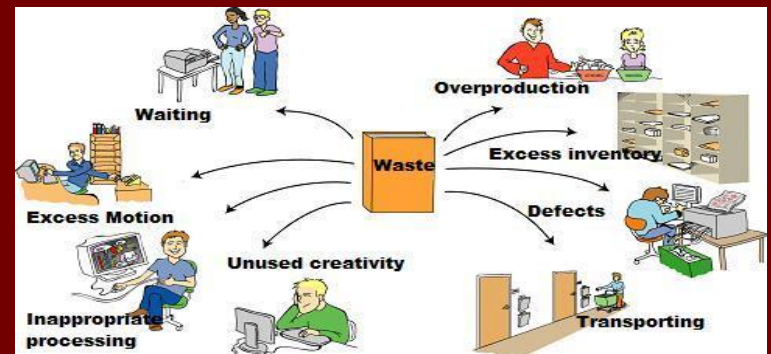
*Thomas & Herrin 2009  
Journal of Nursing Administration*

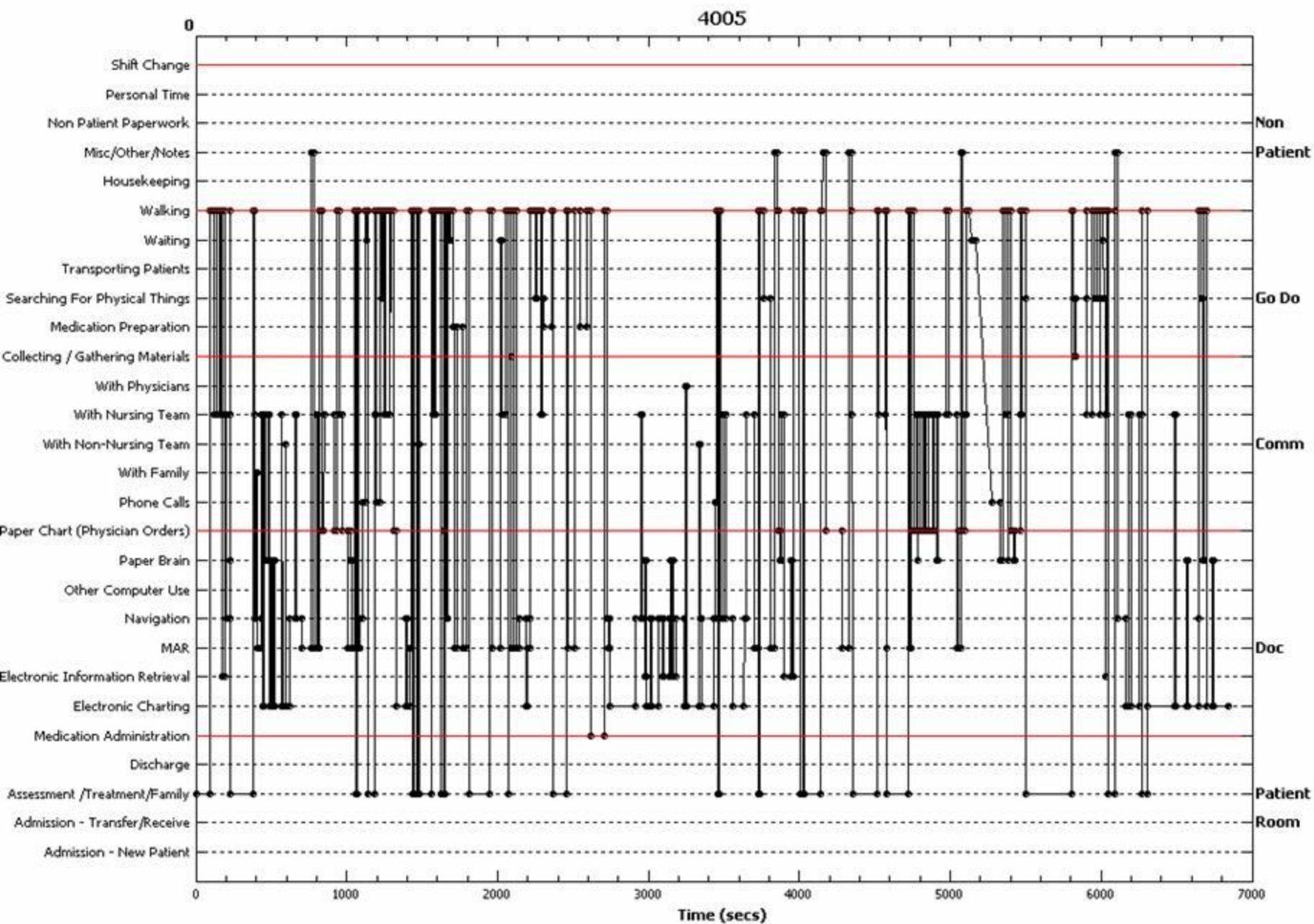
# A Revolution in Waves

## #1: Process Improvement

### Goals:

- Remove Waste (Lean)
- Address barriers in work “flow”
- Adopt Continuous Quality Improvement





# A Revolution in Waves

## #2: Address Culture

### Goals:

- Sound and Competent Leadership
- Healthful Practice Environment
- Interdisciplinary Teamwork
- Improvements @ the point of care



# A Revolution in Waves

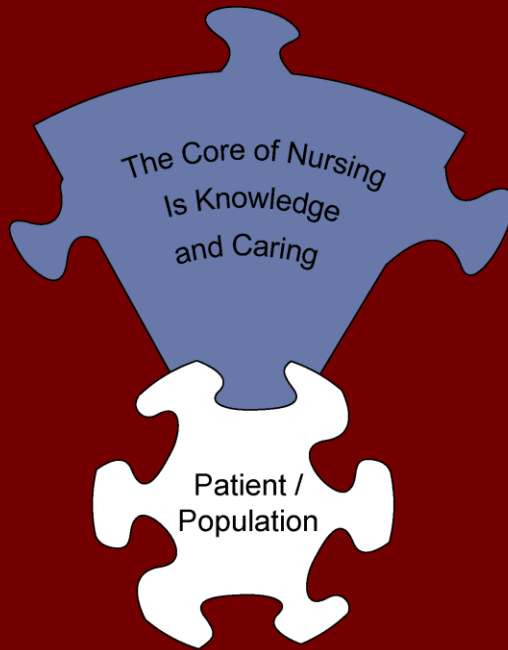
## #3: Redesign Roles

### Goals:

- Roles of Leadership
- Professional Nurse
  - “Nurse of the Future”
- The Rest of the Team

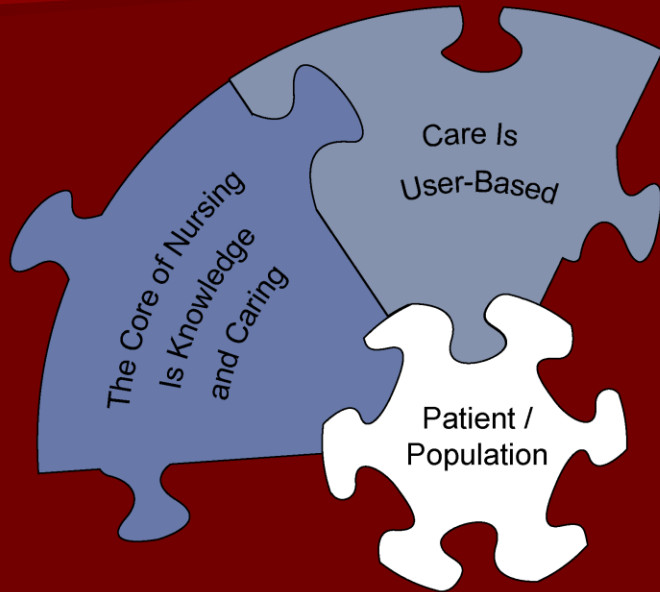


# Role of the Nurse in Future Patient Care Delivery



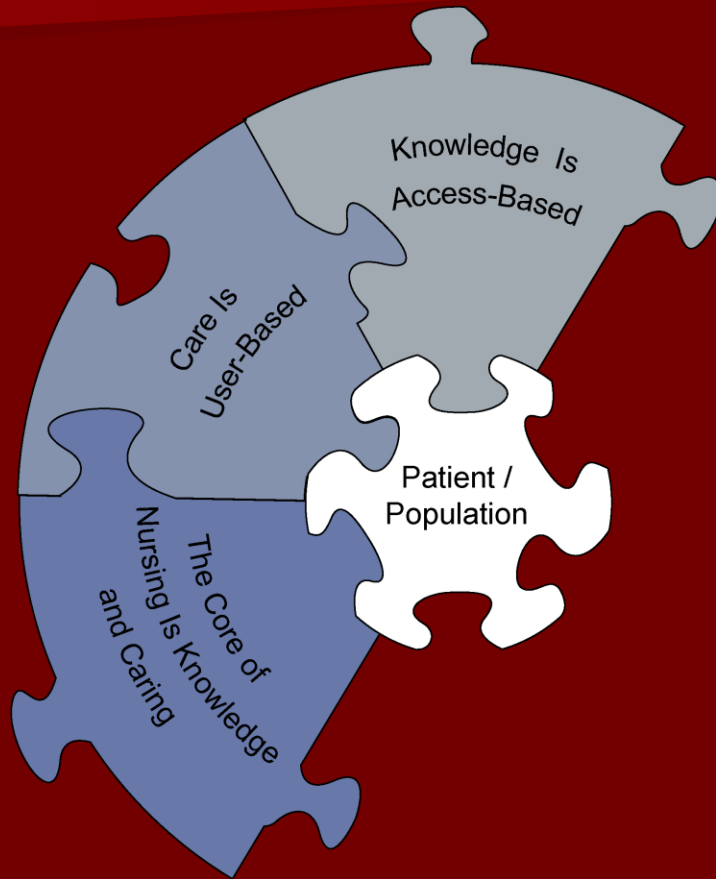
The actual work of nurses will change in the future, but the core values of caring and knowledge will remain.

# Role of the Nurse in Future Patient Care Delivery



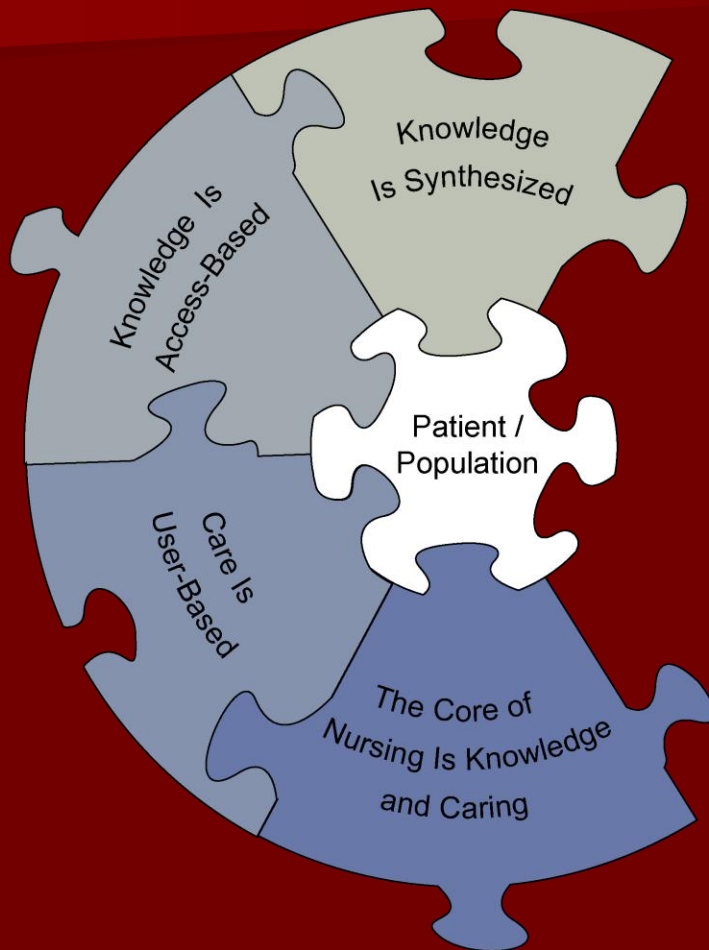
The care provided will be decided in partnership with the patient.

# Role of the Nurse in Future Patient Care Delivery



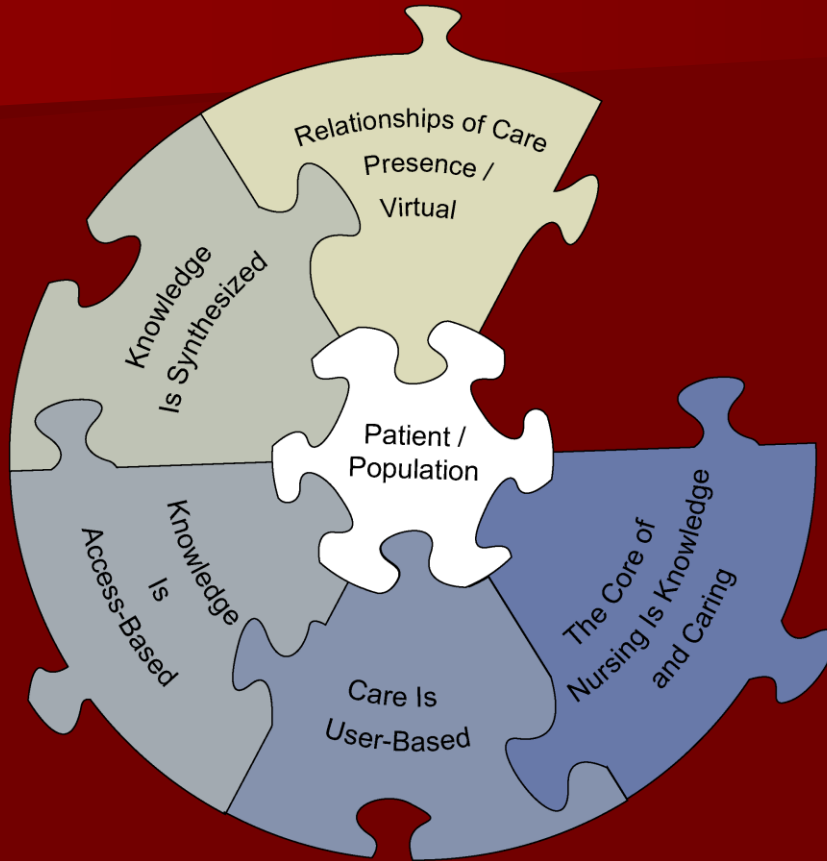
The knowledge base of the nurse will shift from “knowing” a specific body of knowledge to “knowing how to access” the ever-changing information needed to manage care.

# Role of the Nurse in Future Patient Care Delivery



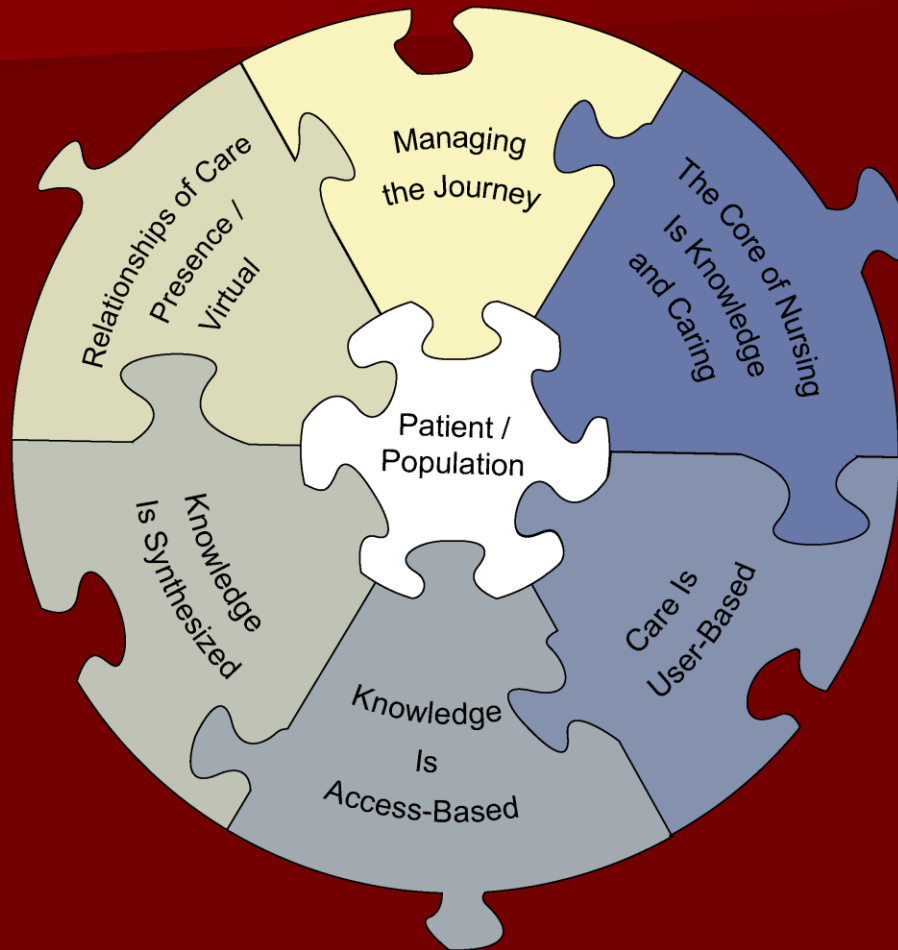
Processing the information accessed will expand the nurse's use of "critical thinking" to "critical synthesis" -- coordinating and negotiating care across multiple levels, disciplines and settings.

# Role of the Nurse in Future Patient Care Delivery



- The knowledge that is leveraged & the care provided are grounded in the relationships between the patient & the multidisciplinary team.
- Relationships with patients will be dramatically altered by the increased application of technology, requiring that we further define the relationship context as being “virtual” or “physical” & knowing when each is required.

# AONE's Guiding Principles for Nurse of the Future



The ultimate future work of the nurse will be to partner with the patient/client to help them manage their individual journey of care.

© 2004 AONE



*Shaping the future of healthcare  
through innovative nursing leadership.*

# Care Domains - Roles Redesigned

## Professional Nurse (BSN-Minimum)

- Integrator
- Assessment
- Communication
- Delegation/Oversight
- Chief Colleague of MD
- Patient Outcomes / Surveillance Interpretation and Intervention
- Plan of Care
- Accountable for:
  - Quality
  - Safety
  - Regulatory Readiness
  - Patient & Family Centeredness
  - Evidence-Based Practice
  - Mentoring
  - “Managing the Journey”



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## “Patient Care Technologist”

- Educated in Technical/Community College
- Reports to and is managed by the Professional Nurse

### Role:

- Safety & Quality for individual patients
- Surveillance technology
- Information Gathering
- Documentation
- Advanced Technical Skills
  - Medications
  - Skin Care
  - Procedures



## Strategic & Operational Priorities

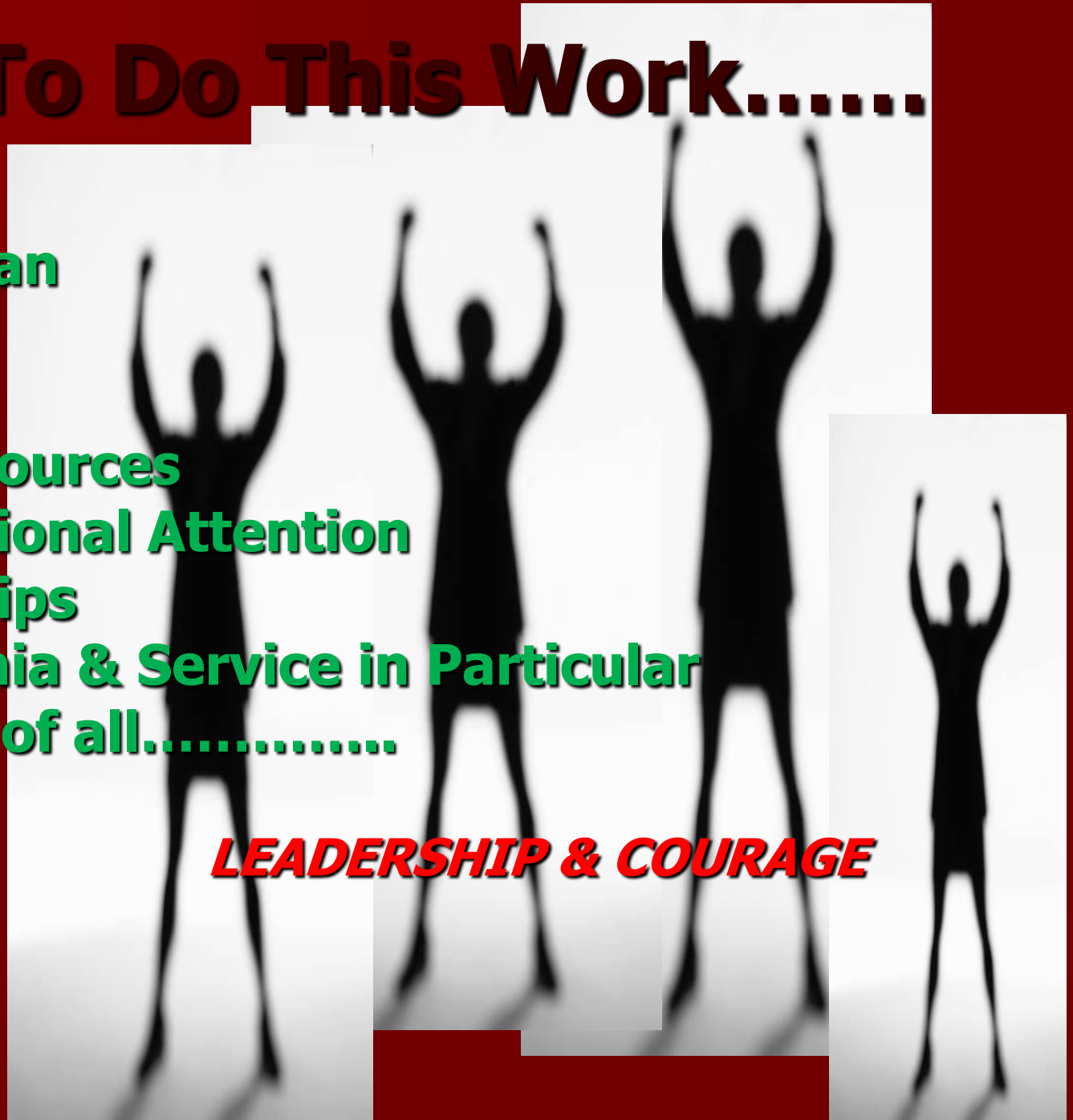


## Strategic Workforce Development Plan

# And To Do This Work.....

- A Good Plan
- Priority
- Time
- Some Resources
- Organizational Attention
- Partnerships
  - Academia & Service in Particular
- And most of all.....

***LEADERSHIP & COURAGE***



# Summary Q&A

Thank you!

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