

# Identifying key components of Professional Practice Models for nursing: A synthesis of the literature

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# Why Professional Practice Models?

- A Magnet™ requirement
- Purpose
  - Depicts **nursing values**
  - Defines the **structures and processes** that support nurses to **control their practice** and the care environment
  - Enables nurses to **envision and communicate** a framework for practice
- Simple and meaningful for direct care nurses

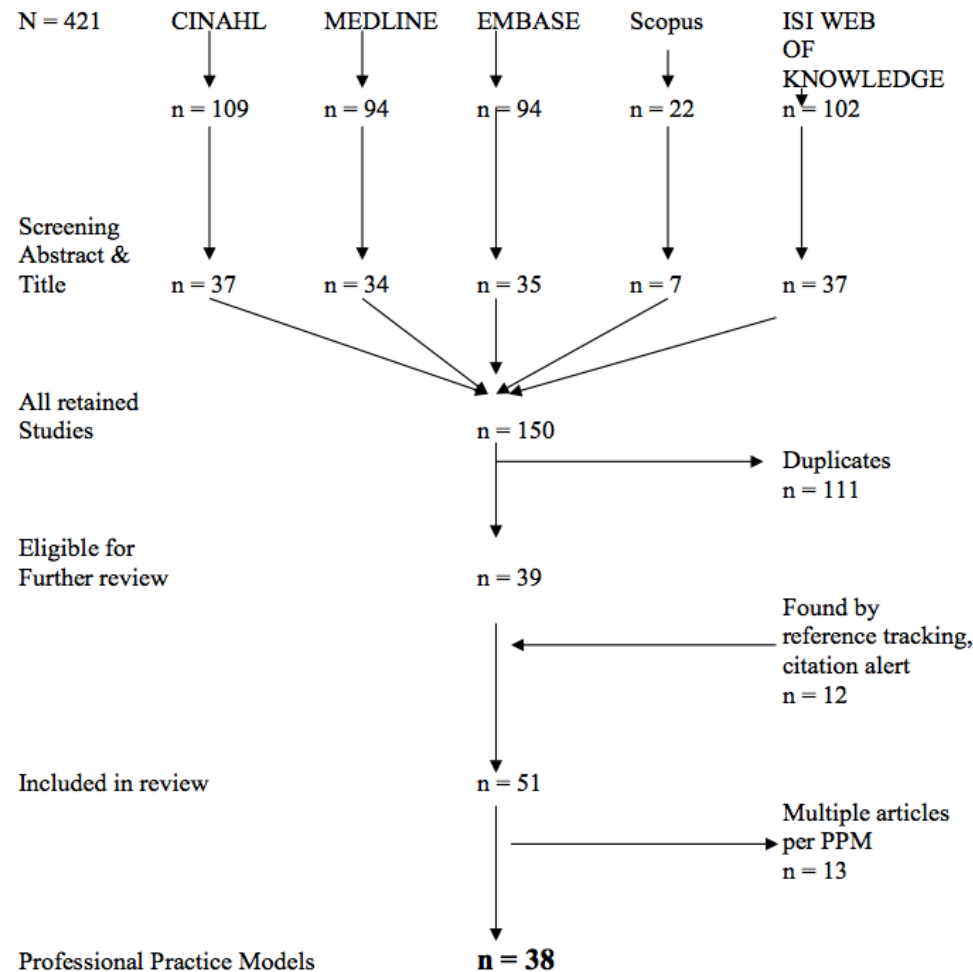


# Literature Search Strategy

- CINAHL, MEDLINE, EMBASE, Current Contents, ISI Web of Knowledge
- Terms: **‘professional’, ‘practice’, ‘model’, ‘magnet’, ‘nursing’, ‘professional practice model’, ‘conceptual framework’**
- Inclusions:
  - Articles published up until April 2012
  - In English
  - Reporting development, implementation and evaluation of PPMs
- Data Extraction Framework:
  - Name of PPM; Year; Underpinned by nursing theory; Or by a philosophy, mission or vision statements; How developed; Key components; How implemented; Was it evaluated?



# Search Results & Study Selection



# The 38 PPMs – Examples



# Hospital of the University of Pennsylvania Nursing Excellence in Professional Practice



# Seattle Children's Hospital



# PPM Characteristics & Development

- Nursing philosophy / mission / values
  - 12 studies included / incorporated these
  - 4 studies did not report values
- How the PPM was developed
  - Considerable variation; three dominant strategies:
    1. Nurse leaders and nurse executives developed the PPM
    2. Nurse representatives from all levels, departments and specialties developed the PPM
    3. A combination of the above



# Key Findings

- Three key elements of PPMs identified through **thematic analyses**:
  1. An underpinning theoretical foundation
  2. Six essential PPM components
  3. Nurses' articulation; A simple, translatable model



# A Theoretical Foundation

- 6 studies did not report a nursing theory
- 10 studies reported 13 different nursing theories. The following theories were reported more than once:
  - Benner's Novice to Expert
  - Jean Watson's Caring
  - Swanson's Middle-Range Caring
  - Senge's 5<sup>th</sup> Discipline Model
  - Relationship Based Care
- Some based on core Magnet™ principles



# Key Components

- Six essential components of PPMs identified:

1. Patient Outcomes

2. The Practice Environment

3. Nurses' Independent & Interdependent Practice

4. Leadership / Shared Governance

5. Nurse Development, Recognition & Reward

6. Research / Innovation



# Six Key Components

## 1. Patient Outcomes

- The majority
- Central to or encircling the model

## 2. The Practice Environment

- Contributes to care delivery
- Healthy environment promotes retention



# Six Key Components

## 3. Nurses' Independent and Interdependent Practice

- Themes such as control over practice and autonomy
- Collaboration with patients and other health professionals

## 4. Leadership / Shared Governance

- Inherent in a well designed PPM
- Leadership at all levels



# Six Key Components

## 5. Nurse Development, Recognition & Reward

- Support professional development of nurses
- Recognition and image of nursing

## 6. Research / Innovation

- Quality care underpinned by knowledge, translation and use of EBP



# Nurses' Articulation of the PPM

- **Simple**, translatable model fundamental to uptake and success
- Clear, **jargon-free** language
- Nurses must be able to describe the way in which the PPM **relates to their practice**



# Implementation & Evaluation

- Implementation of the PPM:
  - Requires **complex organisational change** and **expert leadership**
  - Effective implementation is a **major undertaking**
- Evaluation of the PPM:
  - Pre-test / post-test designs
  - Practice environment scale
  - Patient outcome data
  - Nursing workforce indicators
  - Nurse satisfaction
  - Evidence of integration into practice, e.g. story telling



# Sir Charles Gairdner Professional Practice Model

## Professional Practice Model for Nursing Sir Charles Gairdner Hospital



## Charlies nurses value ...

Accountability • Compassion • Continuous Learning • Teamwork

# Conclusions

- PPMs clarify key elements that must be imbedded within a nursing organisation to promote nursing excellence, including:
  - A theoretical foundation
  - Incorporation of values
  - Six essential components identified
  - Complex process of development & implementation
- Various PPM models have been developed; emerging common themes can guide future model development

# Implications of this Research

- For Nursing Leaders:
  - Key concepts may inform your journey towards Magnet™ recognition
  - Or to guide enhancement of nursing excellence generally
  - Key elements provide clarity to guide nurse leaders & nursing teams in shaping a meaningful PPM
- For Future Research:
  - Few studies conducted / reported formal evaluation of the PPM
  - Future research on how PPMs contribute to positive patient & nurse outcomes would strengthen evidence

# Thank you

