Using Systems Thinking Leadership and QSEN Competencies to Design A Nursing Career Development Framework

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Session Objectives

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1. The learner will be able to describe how to use systems thinking to lead organizational change.
2. The learner will be able to apply QSEN competencies into the design of a professional nursing career development model.

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Centura Health

- A faith-based, nonprofit health care organization formed in 1996 by Catholic Health Initiatives and Adventist Health System

- Colorado’s fourth largest private employer with nearly 22,000 associates

- The Centura system as an ACO:
  - 17 hospitals plus affiliate rural hospitals
  - Senior living communities
  - Centura Health at Home, Hospice
  - Centura Health Physician Group
Centura Health Nursing

- 5500 Clinical Registered Nurses
- Academic Preparation
  - 54% BSN
- Professional Certification
  - 23% certified
- 3 ANCC Magnet® Designated Facilities
  - 7 on the journey

Make a difference
Centura Health Affiliate Hospitals

- Middle Park Medical Center
  Granby Campus
- Heart of the Rockies Regional Medical Center
- Lincoln Community Hospital & Nursing Home
- Goodland Regional Medical Center
- Middle Park Medical Center
  Kremmling Campus
- Rio Grande Hospital
- San Luis Valley Health
- St. Vincent Hospital
- Nurses to take a greater role in an increasingly more complex healthcare system
- Reform to reduce costs, increase value
- Increased need for more nurses, APNs
- Current and future workforce shortages

Future of Nursing Report (2011)
Project Purpose

Address Challenges

- Current and future workforce shortages
- Nurses’ desire for development
- Industry shift

<table>
<thead>
<tr>
<th>Volume-Based Care</th>
<th>Value-Based Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sick Care</td>
<td>Health/Wellness</td>
</tr>
<tr>
<td>Fee-for-Service</td>
<td>Fee-for-Outcomes</td>
</tr>
<tr>
<td>Individual Providers</td>
<td>Team-Based Care</td>
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<tr>
<td>More is Better</td>
<td>Value</td>
</tr>
<tr>
<td>Passive Patients</td>
<td>Engaged Consumers</td>
</tr>
<tr>
<td>Episodic Care</td>
<td>Comprehensive Care</td>
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<tr>
<td>Siloes</td>
<td>Coordinate</td>
</tr>
</tbody>
</table>
## Paradigm Shift

<table>
<thead>
<tr>
<th>Then</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seniority and tenure determined pay.</td>
<td>Skills, knowledge and years of experience correlated with the proficiency level demonstrated in a specific job determines pay.</td>
</tr>
</tbody>
</table>
Use **systems thinking leadership** and intraprofessional collaborative **partnerships** to drive planned organizational change by engaging nurses through a professional **career framework**, built on **QSEN** competencies.
- Clinical RN jobs across care settings
- Leadership/management not included
Methods

- Market Forces
- Academic Partnerships
- Labor Availability
- Workforce Needs

Kotter
QSEN
Novice to Expert
HRO

Systems Thinking
Learning Organization

Centura Health
Assessment and Planning

- Interprofessional stakeholder coalition
- Job description standardization incorporating QSEN competencies
- Job title/description consolidation
- Career map framework
- Job leveling
PATIENT & FAMILY CENTERED CARE – 45%
- Promote, advocate and collaborate to protect the health and SAFETY and rights of each patient.
- Recognize the patient or designee as a full partner in providing compassionate and coordinated care based on respect for the patient’s preferences, values, and needs.

LEADERSHIP/NURSING PROFESSIONALISM – 15%
- TEAMWORK AND COLLABORATION: Function effectively within nursing and inter-professional teams, fostering open communication, mutual respect, and shared decision-making to achieve quality patient care.

PROFESSIONAL DEVELOPMENT – 10%
- Evaluates one’s own integrity and nursing practice in relation to professional practice standards and guidelines, relevant statutes, rules and regulations. Takes action to achieve goals identified during the evaluation process.

QUALITY OUTCOMES/QUALITY IMPROVEMENT/RESEARCH/EBP – 15%
- Verbalizes an understanding of the value of measurement and the importance of continuous quality improvement data. Use quality measures to improve performance and accountability for patient outcomes, patient experiences and safe delivery of care.
- Participate in unit-based Quality improvement, evidence-based practice and research activities.
- Use current healthcare research findings and other evidence to expand clinical knowledge, enhance role performance, and increase knowledge of professional issues.

INFORMATICS/TECHNOLOGY – 15%
- Use information technology to communicate, manage knowledge, mitigate error, and support decision-making.
Which *Career Band* best represents the nature of work?

- Management Band
- Nursing Band
- Professional Band
- Business Band
- Core Technical Band
- Operations Band

What *Career Level* best represents the job requirements and expected contributions? *(THINK: Novice to Expert)*

- Master
- Specialist
- Advanced Career
- Career
- Entry

What is the appropriate *Range* of pay?

Market data will be a key determinant of pay range
Career Framework Objective

- Provide clarity around career paths for associates
- Promote associate growth and development
- Encourage associate retention, and guide and improve job competency/proficiency
- Facilitate a common understanding for talent mobility across the system
- Provide a foundation for recruitment, promotion, workforce planning, and succession planning
What is a Career Framework?

- Platform for organizing jobs in relation to other jobs of the organization
- Process to standardize and consolidate job descriptions across the system for common understanding of the job(s)
- Includes job levels that increase in complexity and responsibility
- Defines the increasing level of competency/proficiency within jobs and among jobs
- Identifies natural career progression
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Profile</td>
<td>Provision for broad role expectations</td>
</tr>
<tr>
<td>Functional Knowledge</td>
<td>Knowledge of functional work and activities measured through a hierarchy of work extending from “tasks” to “full theory and practice in more than one discipline”</td>
</tr>
<tr>
<td>Business Expertise</td>
<td>Knowledge and expertise about the business and the industry(ies) in which the business functions</td>
</tr>
<tr>
<td>Leadership &amp; Authority</td>
<td>Nature of leadership and guidance provided to others</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Level of analytical thinking required in to perform the job</td>
</tr>
<tr>
<td>Impact</td>
<td>The level of responsibility and the resulting impact on the business</td>
</tr>
<tr>
<td>Interpersonal Skills</td>
<td>Level and type of “people skills” that are normally required to do the job</td>
</tr>
<tr>
<td>Education and Experience</td>
<td>Level and type of required education for the job, and years, level and type of experience required for each level of the job</td>
</tr>
</tbody>
</table>
# Career Framework: Partial Sample

## Requirements

<table>
<thead>
<tr>
<th>Entry N1</th>
<th>Career N2</th>
<th>Nursing</th>
<th>Advanced Career N3</th>
<th>Specialist N4</th>
<th>Master N5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• BSN/ADN/Diploma</td>
<td>• BSN without certification</td>
<td>• BSN with certification</td>
<td>• BSN with Master degree in related field, both without certification</td>
<td>• Level 1: Master in Nursing (e.g., MSN, MN, MA) with certification</td>
<td>• PhD</td>
</tr>
<tr>
<td></td>
<td>• Non-BSN with certification</td>
<td>OR</td>
<td>OR</td>
<td>OR</td>
<td>OR</td>
</tr>
<tr>
<td></td>
<td>• BSN with Master degree in related field, both without certification</td>
<td>• Level 1: BSN with Master degree in related field, with certification</td>
<td>• Level 2: APN with certification or DNP without certification</td>
<td>• DNP with certification</td>
<td>• Master with certification, with program oversight</td>
</tr>
</tbody>
</table>

## General Profile

<table>
<thead>
<tr>
<th>Entry N1</th>
<th>Career N2</th>
<th>Nursing</th>
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<th>Specialist N4</th>
<th>Master N5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Performs routine assignments in the entry level to the nursing job progression</td>
<td>• Requires nursing knowledge and experience; still acquiring higher-level knowledge and skills</td>
<td>• Requires in-depth knowledge and experience</td>
<td>• Requires specialized depth and/or breadth of expertise</td>
<td>• Recognized as an expert within the system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Requires a college or university degree that provides knowledge and exposure to fundamental theories, principles and concepts</td>
<td>• Builds knowledge of the system or operating group, processes and patients or residents</td>
<td>• Uses best practices and knowledge of internal or external business issues to improve programs, products or services</td>
<td>• Anticipates internal and or external business challenges and/or regulatory issues; recommends process, product or service improvements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develops competence by performing structured work assignments</td>
<td>• Solves a range of straightforward problems</td>
<td>• Solves complex problems; takes a new perspective using existing solutions</td>
<td>• Solves complex patient care problems; takes a broad perspective to identify innovative solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Uses existing procedures to solve routine or standard problems</td>
<td>• Analyses possible solutions using standard procedures</td>
<td>• Works independently, receives minimal guidance</td>
<td>• Works independently</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Receives instruction, guidance and direction from others</td>
<td>• Works independently, receives a moderate level of guidance and direction</td>
<td>• Acts as a resource for colleagues with less experience</td>
<td>• May lead functional teams or projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explains why information and technology skills are essential for quality and safe patient care</td>
<td>• Identifies essential information that must be available in an EHR and in decision making to provide quality and safe person-centered care</td>
<td>• Integrates technology and information management to support quality and safe person-centered care</td>
<td>• Formulates essential information that must be available in a common database to support high quality and safe person-centered care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Recognizes the time, effort and navigation skills required for EHR and other technologies to be reliable and effective tools for person-centered care</td>
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## Implementation and Evaluation

<table>
<thead>
<tr>
<th>Step</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burning platform</td>
<td>HC shifts, labor shortage</td>
</tr>
<tr>
<td>Guiding coalition</td>
<td>Interprofessional team</td>
</tr>
<tr>
<td>Shared vision</td>
<td>Career framework philosophy and structure</td>
</tr>
<tr>
<td>Communication of vision</td>
<td>Ongoing use of robust plan Collection of nurse career stories</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>Shared leadership model for contribution to details, design of advancement structures and processes</td>
</tr>
<tr>
<td>Short-term wins</td>
<td>Pilot of CNA career framework</td>
</tr>
<tr>
<td>Revise, refine, scale</td>
<td>Expansion of CNA framework, detailed RN framework implementation to robustly launch October, 2016</td>
</tr>
<tr>
<td>Anchor the changes</td>
<td>Global, system integration</td>
</tr>
</tbody>
</table>
Global Organization Integration

Base Pay and Recognition and Rewards Support Career Framework → Nursing Career Framework = Development
Practice Implications

- Use of local shared governance structures for application peer review teams
- Standardization of job expectations and proficiency advancement
- Culture shift with leader conversations turning to development rather than Pay For Performance
- Leader and peer coaching model
## Benefits to Implementation

<table>
<thead>
<tr>
<th>Benefits to Organization</th>
<th>Benefits to Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Engaged workforce</td>
<td>▪ Clarifies role and performance expectations</td>
</tr>
<tr>
<td>▪ Alignment and consistency across business and locations</td>
<td>▪ Provides transparency about potential career paths</td>
</tr>
<tr>
<td>▪ Platform for determining job value, job family progressions and titles</td>
<td>▪ Allows for targeted development</td>
</tr>
<tr>
<td>▪ Ensures business needs dictate staffing models</td>
<td>▪ Provides employees with the ability to manage their careers</td>
</tr>
<tr>
<td>▪ Facilitates lateral development and talent mobility</td>
<td>▪ Enables internal mobility</td>
</tr>
<tr>
<td>▪ Helps focus organizational development efforts</td>
<td>▪ Tailors learning and development</td>
</tr>
<tr>
<td>▪ Improves managers’ effectiveness to develop individuals and teams</td>
<td>▪ Achieves consistency and simplicity in rewards while maintaining a market based rigor</td>
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Outcomes

- Increased value of nursing
- Advancement of professional practice
- Creation of interdependencies between nursing and key professional partners
- Recruitment and retention
- Career advancement
- Nurse sensitive outcomes
- Financial costs and cost avoidance
References


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