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
- 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

N = 421

**CINAHL**
- n = 109

**MEDLINE**
- n = 94

**EMBASE**
- n = 94

**Scopus**
- n = 22

**ISI WEB OF KNOWLEDGE**
- n = 102

**Screening Abstract & Title**
- n = 37
- n = 34
- n = 35
- n = 7
- n = 37

**All retained Studies**
- n = 150

**Duplicates**
- n = 111

**Eligible for Further review**
- n = 39

**Found by reference tracking, citation alert**
- n = 12

**Included in review**
- n = 51

**Multiple articles per PPM**
- n = 13

**Professional Practice Models**
- n = 38
The 38 PPMs – Examples

Norton Healthcare Nursing Professional Practice Model

As a professional nurse at Norton Healthcare ...
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 5th 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
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 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

HOW I PRACTISE NURSING AT CHARLIES

ACCOUNTABILITY - COMPASSION - CONTINUOUS LEARNING - TEAMWORK

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