Preparing Baccalaureate Nursing Students to be Microsystem Leaders

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Objectives

- Discuss integration of the CCNE Essentials into the system leadership course.
- Describe the principles and concepts of system leadership.
- State how the Donabedian framework was central to design the microsystem leadership curriculum.
## Faculty Disclosure

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Background

- NLN Center of Excellence Designation since 2013
- Traditional RN pre-licensure and RN-BSN Program
- New “Shared Curriculum Program”
- Total enrollment in 2016
- NCLEX Pass rate
- Magnet Prepared Generalist Nurse
- Baccalaureate Big 5 Concept Based Curriculum
Assumptions

- System Leadership is an integral component of the Baccalaureate Big 5 Curriculum.
- Integration of the AACN *Essentials* into the course.
- Recognition of concepts involved in teaching a microsystem course to undergraduate nursing students.
- Understanding of how content can enrich an undergraduate nursing leadership curriculum.
Nursing Leadership

- Traditional leadership courses focused on personal skills, communication and delegation.
- Enhances individuals’ provider of care ability.
- Lacking the component of system thinking and system leadership competencies.
- Incorporate collaborative and team building skills.
The Essentials

Basic Organization and Systems Leadership for Quality Care and Patient Safety (AACN, 2008)

- Outcome 2.1: Apply leadership concepts, skills, and decision making in the provision of high quality nursing care, healthcare team coordination, and the oversight and accountability for care delivery.
- Outcome 2.3: Demonstrate an awareness of complex organizational systems
- Outcome 2.6: Apply concepts of quality and safety using structure, process, and outcome measures to identify clinical questions and describe the process of changing current practice
The *Essentials*

- Basic Organization and Systems Leadership for Quality Care and Patient Safety (AACN, 2008)
  - Outcome 2.9: Apply quality improvement processes to effectively implement patient safety initiatives and monitor performance measures, including nurse-sensitive indicators in the *microsystem of care*
  - Outcome 2.11: Employ principles of quality improvement, healthcare policy, and cost effectiveness to assist in the development and initiation of effective *plans for the microsystem and/or system wide practice improvements* that will improve the quality of health care delivery
  - Outcome 2.12: Participate in the development and implementation of imaginative and creative strategies to enable *systems to change*
Conceptual Theme Selection

- System Thinking
- Clinical Microsystem
- Healthy Work Environment
Conceptual Theory

- Senge, Deming & Wheatley: System Thinking
- Quinn: Small replicable unit (SRU) or microsystem
- Mohr & Donaldson, 1990: High performing microsystem in health care
- Batalden & Nelson: Studied patient outcomes and researched ways to improve the design of healthcare systems; translated SRU concepts to healthcare – Clinical Microsystem (Nelson et al. 2007)
What is a Clinical Microsystem

“The combination of a small group of people who work together on a regular basis to provide care and the subpopulation of patients who receive that care (Nelson et al, 2007).”
Clinical Microsystem

Self-care system

Individual caregiver and patient system

Microsystem: Patient, Family, HCP, OHCP
Course Development

Avedis Donabedian (1982) Framework:
1. Structure
2. Process
3. Outcome
Course Development

Course Framework:

- **Structure**: Structure denotes the attributes of the settings in which care occurs. This includes the attributes of material resources, of human resources and of organizational structure.

- **Process**: Process denotes what is actually done in giving and receiving care.

- **Outcome**: Outcome denotes the effects of care on the health status of patients and populations.
Concepts & Content

Structural Elements of Healthy Work Environment

- **Concept: Healthy work environment (HWE)**
  - Content includes Conditions of Work Effectiveness (CWEQ)
  - Practice Environment Scale Nursing Work Index (PES-NWI)
  - Essential of Magnetism – Nine Essential Organizational Structures
  - Patient’s Room: Creating a Structure of Healing and Empowerment

- **Concept: Leadership and Change agent**
  - Personal Leadership Style (Blake- Mouton)
  - Becoming an Agent of Change (Rogers’ Diffusion of Innovation)
Concepts & Content

Process Elements of Healthy Work Environment

- Concepts: Leadership, Motivation, Meaningful Recognition, Appropriate Staffing, Healthcare Economics, Standards of Practice
  - Authentic and Transformational Leader
  - Creating a Motivating Climate
  - Meaningful Recognition
  - Principles of Nurse Staffing
  - Nursing Microsystem Financing
  - Practice and Performance in a microsystem
Concepts & Content

Outcomes Elements of Healthy Work Environment

- Concepts: Health Policies, Quality Outcomes, Data Management, Microsystem Analysis
  - Employment Issues and Collective Bargaining
  - Nursing Sensitive Quality Indicators (NDNQI)
  - Hospital Quality Core Measures
  - Healthcare Consumers Satisfaction and Experience (HCAHPS)
  - Microsystem Analysis: Putting it All Together Project
Learning Environment Framework

- **Structure**: refers to the setting in which the collaborative and active learning is provided
- **Process**: the actions in interacting, giving, sharing and receiving knowledge
- **Outcome**: the impacts of learning on the formation of knowledge, skills and attitude of a professional generalist nurse.
- **Healthy Learning Environment**: the condition that sustains a learning and growing high performing team.
Simulate Healthy Work Environment

- **Active Learning**
  - Team Based Learning Principles (Michaelsen et al, 2007)
  - Class of 104, 14 Teams, 6-7 members

- **Hybrid Classroom**
  - Data Analysis and Quality Improvement
  - Scholarly Literature Review Publication through PubMed© Commons
  - Nursing Microsystem Analysis

- **Application of Community of Inquiry Model (Swan, 2004)**
  - Cognitive Presence
  - Social Presence
  - Teaching Presence
Implications

- Raised awareness of what it takes to create and maintain a healthy work environment.
- Exposed students to practiced based initiatives that improve patient outcomes.
- Appreciate the complexity of the relationship between clinical microsystem and the larger systems in which they are embedded.
- Understanding how the elements of healthy work environment impact quality outcomes in a microsystem.
Questions
References


