Establishing the Clinical Nurse Specialist Identity by Transforming Structures, Processes, and Outcomes

Kathrine Winnie, DNP, RN, CCRN-K, CBN, AGCNS-BC
Natalie de Haas, MSN, RN, CCNS-CCRN-CSC-CMC
Objectives: The learner will...

1. Evaluate alignment of clinical nurse specialist (CNS) work to CNS core competencies
2. Categorize CNS specific activities using a productivity spreadsheet
3. Develop goals that affect CNS-sensitive outcomes
Keck Hospital of USC, Los Angeles, CA

- 401-bed tertiary hospital and quaternary referral center for Central and Southern California
- Part of three-hospital healthcare system with over 40 outpatient facilities
Care Delivery Model Changes

- CNS positions added in 2 hospitals
  - Role expectations developed
  - Assigned to multiple units; emphasis on nursing sphere

- Role delineation unsuccessful
  - CNS-educator overlap
  - Lack of organizational understanding of the benefit of including CNSs in system-wide improvements
Redesigning the Clinical Nurse Specialist Job Description: A Multistep Approach

Kathrine Winnie, DNP, RN, CCRN-K, CBN, AGCNS-BC
Rationale:
Ensuring Job Description Reflects Core Competencies

• Core competencies for the clinical nurse specialist (CNS) establish a foundation for CNS work.

• A CNS job description inclusive of core competencies creates a structure for evaluating that work.
Background and Significance

- Multiple core competency documents for CNSs
  - National
  - Population-focused: adult-gerontology
  - American Association of Critical-Care Nurses scope and standards for acute care CNS practice

- A foundation and structure are necessary for outcomes
Initial Practice:
Previous Job Description

- Developed by nursing administration prior to revealing the new care delivery model

- Adapted statements from core competencies

- Included hospital-specific nursing needs and preferences

- Introduced at the educator meeting and used to divide work
Process Improvement Methods

- Determining needed changes
- Selecting statements
- Ensuring appropriate work for the CNS
Process Improvement Methods: Determining Needed Changes

- Evaluated the job description for its portrayal of CNS role responsibilities and expectations

- Out of 60 statements
  - 10% were core competencies
  - 15% were educator duties
  - 12% were manager or administrative responsibilities
  - 63% were organizational needs
Process Improvement Methods: Selecting Statements

• Reviewed competency and standards of practice documents and selected statements for inclusion in the job description

• Included 74 out of 244 (30%) competency and standards of practice statements
Process Improvement Methods: Ensuring Appropriate Work for the CNS

• Removed job description responsibilities more appropriate for nurses in other roles
  • Examples:
    • Assists in educational needs assessments
    • Evaluates the effectiveness of education
    • Contributes to staff performance appraisal
Outcomes

• Reviewed final version for relevance to and reflection of CNS practice.
  • 88% reflective of competencies/standards
    • 28% national CNS core competencies
    • 56% CNS population-focused competencies
    • 29% standards of clinical practice
    • 15% standards for professional performance
  • 12% not reflective of competencies/standards
    • 5/51 educator duties
    • 1/51 is attend APN meeting
Implications

• Establishing a job description inclusive of CNS competencies and standards of practice may guide and gauge CNS activities.
Refocusing the Clinical Nurse Specialist Efforts: A Guide for Practice
Rationale: Making a Business Case

• Provides objective basis for use of organizational resources and total cost for those resources

• Measures cost associated with achieving desired outcomes

• Demonstrates value by improving quality/outcomes per unit of cost
Background and Significance

- CNSs positively influence healthcare outcomes.

- CNS productivity assists in demonstrating whether the activities of the CNS group maximally benefit the organization.

- CNS work frequently overlapped with that of educators, leading to less opportunities to affect system outcomes.
Initial Practice:
Previous Methods of Tracking Productivity

- Productivity hours, activities, and activity descriptions

- Preferred method
  - None
  - Calendar
  - Electronic applications
Process Improvement Methods

- Drafting components of the multipurpose spreadsheet
- Developing the multipurpose spreadsheet
- Finalizing the multipurpose spreadsheet
- Compiling collective productivity
### Process Improvement Methods: Drafting Components of the Multipurpose Spreadsheet

**Nurse/Nursing Sphere:** lead the advancement of the nursing practice

<table>
<thead>
<tr>
<th>NACNS/AACN Standards of Practice</th>
<th>Keck CNS Job Description</th>
<th>Keck CNS CVT</th>
<th>Role at Keck</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify areas of inquiry and participate in conduct and implementation of research</td>
<td>Identify areas of inquiry and participate in conduct and implementation of research</td>
<td>Performs unit-based quality improvement</td>
<td>Lead and/or mentor PI/QI/EBP/research projects</td>
</tr>
<tr>
<td>Leads efforts in focusing on issues that impact the patient to optimize clinical outcomes</td>
<td>Leads efforts in focusing on issues that impact the patient to optimize clinical outcomes</td>
<td>Assesses need for system wide improvement projects, proposes implementation, and works with team to develop</td>
<td></td>
</tr>
<tr>
<td>Mentors nurses to translate research into practice; mentors health professionals in applying the principles of evidence-based care</td>
<td>Mentors nurses to translate research into practice; mentors health professionals in applying the principles of evidence-based care</td>
<td>Provides leadership in promoting interprofessional collaboration to implement evidence-based care</td>
<td></td>
</tr>
</tbody>
</table>

**Organization/System Sphere:** identify opportunities for and lead organizational and system change

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</thead>
<tbody>
<tr>
<td>Lead/participates in development, implementation, and evaluation of clinical practices</td>
<td>Lead/participates in development, implementation, and evaluation of clinical practices</td>
<td>Initiates an evidence-based practice project using the Johns Hopkins EBP model (steps 1-5 and project proposal during orientation)</td>
<td>Lead and/or mentor PI/QI/EBP/research projects</td>
</tr>
<tr>
<td>Provides leadership to address threats to safety and quality; creates therapeutic health-promoting environments</td>
<td>Provides leadership to address threats to safety and quality; creates therapeutic health-promoting environments</td>
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</table>
## Process Improvement Methods: Developing the Multipurpose Spreadsheet

<table>
<thead>
<tr>
<th>Job Description Statement</th>
<th>Role at Keck</th>
<th>Resources</th>
<th>Notes on Entries</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NURSING SPHERE</strong></td>
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</tr>
<tr>
<td>Identify areas of inquiry and participate in conduct and implementation of research</td>
<td>Lead/participates in development, implementation, and evaluation of clinical practice</td>
<td>JHNEBP forms</td>
<td>PI/EBP/Research - Mentor/Process Development (big picture)</td>
<td>July: 2.4</td>
</tr>
<tr>
<td>Leads efforts in focusing on issues that impact the patient to optimize clinical outcomes</td>
<td>PDCA form</td>
<td>Clinical Ladder PI - consultation</td>
<td>Aug: 3.5</td>
<td></td>
</tr>
<tr>
<td>Mentors nurses to translate research into practice; mentors health professionals in applying the principle of evidence-based care</td>
<td>EBP process guidelines</td>
<td>Mobility PI</td>
<td>Aug: 4.2</td>
<td></td>
</tr>
<tr>
<td>Provides leadership in promoting interprofessional collaboration to implement evidence-based care</td>
<td>Lead and/or mentor PIC/IEBP/research projects</td>
<td>Edu Dept SharePoint PI (10/2/2016 start)</td>
<td>Aug: 5.7</td>
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<tr>
<td>Provides leadership to address threats to safety and quality; creates therapeutic health-promoting environments</td>
<td></td>
<td>CNS Program PI</td>
<td>Aug: 0.3</td>
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<tr>
<td><strong>SYSTEM SPHERE</strong></td>
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</table>

*Keck Medicine of USC*
### Process Improvement Methods: Finalizing the Multipurpose Spreadsheet

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<th>Activities</th>
<th>July</th>
<th>Aug</th>
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</thead>
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<tr>
<td><strong>NURSING SPHERE</strong></td>
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<tr>
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<td>Lead/participates in development, implementation, and evaluation of clinical practices</td>
<td>JHNEBP form</td>
<td>PI/EBP Research - Mentor/Process Development (big picture)</td>
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<tr>
<td>Leads efforts in focusing on issues that impact the patient to optimize clinical outcomes</td>
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<td>PDCA form</td>
<td>PI/EBP Research Consultation</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>Mentors nurses to translate research into practice; mentors health professionals in applying the principles of evidence-based care</td>
<td></td>
<td>CNS Program PI</td>
<td>Edu Dept SharePoint PI</td>
<td></td>
<td>0.3</td>
</tr>
<tr>
<td>Provides leadership in promoting interprofessional collaboration to implement evidence-based care</td>
<td></td>
<td>EBP process guidelines</td>
<td>Delirium - PI (Rounds/Phase 2)</td>
<td>2.1</td>
<td>4.8</td>
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<tr>
<td></td>
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<td></td>
<td>Change Calendar EBP</td>
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<tr>
<td></td>
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<td>ICIE - PI</td>
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<td>0.3</td>
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<td></td>
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<td></td>
<td>Staff Engagement - PI (started August 2017)</td>
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<td></td>
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<td>Sleep EBP - Workgroup Member/Mentor</td>
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<td>Levels of Care - PI (started August 14, 2017)</td>
<td>1.8</td>
<td>2.3</td>
</tr>
</tbody>
</table>

**Keck Medicine of USC**
Process Improvement Methods: Compiling Collective Productivity

• Compared listed activities after using the spreadsheet for one month

• Standardized spreadsheet template
Outcomes

- Collective CNS-specific work increased from 36% to 95%
  - Individual work increased similarly

- CNSs able to link activities with job description expectations

- One aggregate of CNS productivity
Implications

• Objectively captured productivity may validate the CNS’s contribution to the organization in attaining CNS-sensitive outcomes.
Clarifying the Clinical Nurse Specialist Measures of Success

Natalie de Haas, MSN, RN, CCNS-CCRN-CSC-CMC
Rationale: Measuring CNS Outcomes

- Advanced practice nurses contribute to organizational and patient outcomes
  - Lower hospital length of stay
  - Lower cost of care
  - Fewer complications
- Promotes transparency and accountability
- Organizations distribute outcomes using visual tools
Background and Significance

- Measuring and documenting CNS practice outcomes demonstrates the value of the CNS role within healthcare organizations.

- Initially, CNSs and educators shared departmental goals and jointly contributed to organizational outcomes.
Initial Practice:
Previous Methods of Reporting Outcomes

- Nursing department goals determined by nursing leadership

- Education department goals decided at annual staff meeting

- CNS-specific goals and outcomes not identified, measured, or internally disseminated
Process Improvement Methods

• Reviewing organizational pillars

• Selecting nursing department goals

• Identifying activities to align with organizational goals

• Determining sources of data
Process Improvement Methods: Reviewing Organizational Pillars

Keck Way

People & Collaboration
- Change Management
- Knowledge Management
- Visual Work Place
- Developing People
- Active Daily Management
- Goal Deployment

Quality
- Patient Centered Care

Service & Access
- Respect for People
- Just in Time

Growth
- Value Stream
- A3/PDCA

Resource Management
- Built-in Quality
- Standard Work
- Waste Elimination
- 5S

Value Improvement
- Data Driven and Evidence Based Decision Making

Keck Culture, KNOWN, Service Credo,
Keck Medical Center of USC Mission and Values
Process Improvement Methods: Selecting Nursing Department Goals

- ‘People’ Pillar: Interprofessional collaboration
- ‘Quality’ Pillar: Power of Zero and 5-Star Outcomes
- ‘Service & Access’ Pillar: Enhance patient experience
- ‘Growth’ Pillar: Engage in patient flow workgroups
- ‘Resource Management’ Pillar: Collaborate with business partners
### Process Improvement Methods: Identifying Activities to Align with Organizational Goals

**CNS Outcomes**

| Quality | Star Outcomes | CNS Round | Measure          | Patient Outcome (PO) | Process Outcome | 2017 PO Baseline | 2018 PO Goal | Process % for FY18Q1 | Process % for FY18Q2 | Process % for FY18Q3 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Trend | Desired Trend |
|---------|---------------|-----------|------------------|----------------------|------------------|------------------|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
|         | Quality       | Star Outcomes | CNS Round       | Measure       | Patient Outcome (PO) | Process Outcome | 2017 PO Baseline | 2018 PO Goal | Process % for FY18Q1 | Process % for FY18Q2 | Process % for FY18Q3 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Process % for FY18Q4 | Trend | Desired Trend |
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|        |               |            |                 |              |                 |                  |                |                |                    |                    |                    |                    |                    |                    |                    |                |                 |
Process Improvement Methods: Determining Sources of Data

- Electronic survey: for use during patient and family rounds
  - Qualtrics

- Existing audit reports: for health and process outcomes measures already monitored by the organization
  - Collaboration with IP and Quality
  - HAI log
  - NDNQI weekly summary
Outcomes

• 17 health outcomes identified from four frequently performed group activities

• Of the 48 process outcomes, 79% collected from the electronic form and the remainder were collected from existing reports
Implications

- CNSs accountable to role specific outcomes may prioritize them as the most important, leading to increased monitoring and measuring.
Next Steps

• Updating professional accountabilities in job description
  • Consider new core competency statements

• Ensuring CNS activities are relevant to organization
  • Continue to align with job description

• Reevaluating outcomes based on organizational strategic plan
Summary

Structure

Job Description
• Utilize core competencies in job descriptions to provide structure for CNS work

Process

Productivity
• Compile CNS hours using multipurpose spreadsheet to document CNS activities

Outcome

Scorecard
• Measure and display CNS outcomes to disseminate CNS value
Contact Information

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References