

# Office of Nursing Services Briefing



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# Getting from Here to There

“The difference between transformation by accident and transformation by a systematic design is like the difference between lightning and a lamp. Both give illumination, but one is dangerous and unreliable, while the other is relatively safe, directed, available.” *M. Ferguson (1980)*



# The Future of Healthcare



- ◆ Patient Driven
- ◆ Technology & Informatics enhanced
- ◆ Focus on “proven” methods for treatment
- ◆ Health Promotion & Disease Prevention
- ◆ High level coordination
- ◆ Efficient care delivery models
- ◆ Fluid connections between practice, education & research as well as between disciplines



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# **VA NURSING VISION/**

# **ONS MISSION**

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**VA Nursing is a dynamic, diverse group of honored, respected, and compassionate professionals. VA is the leader in the creation of an organizational culture where excellence in nursing is valued as essential for quality healthcare to those who served America**

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**The Office of Nursing Services (ONS) provides leadership, guidance and strategic direction on all issues relating to nursing practice and nursing workforce across the continuum of care**



# National Nursing Strategic Plan

- ◆ National nursing strategic goals developed through a process shaped by healthcare projections & a clearly defined desired future state for VA, VA nursing, & the discipline of nursing
- ◆ ONS committed to aligning nursing strategic goals with field-based operations & organizational priorities



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# National Nurse Executive Council

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- ◆ National Nurse Executive Council (NNEC) is the field advisory body that provides expert nursing opinion for the development of national nursing strategic goals
- ◆ NNEC membership develops proposed national nursing initiatives for all strategic goals



# NNEC & Strategic Plan



- ◆ VA National Nursing Strategic Plan provides roadmap for VA nursing to initiate & support key actions to shape the envisioned VHA future
- ◆ Through this structure, NNEC & subcommittee members have substantial impact on shaping the future for VA nursing & facilitating innovations in technology & business processes that enhance quality & patient safety

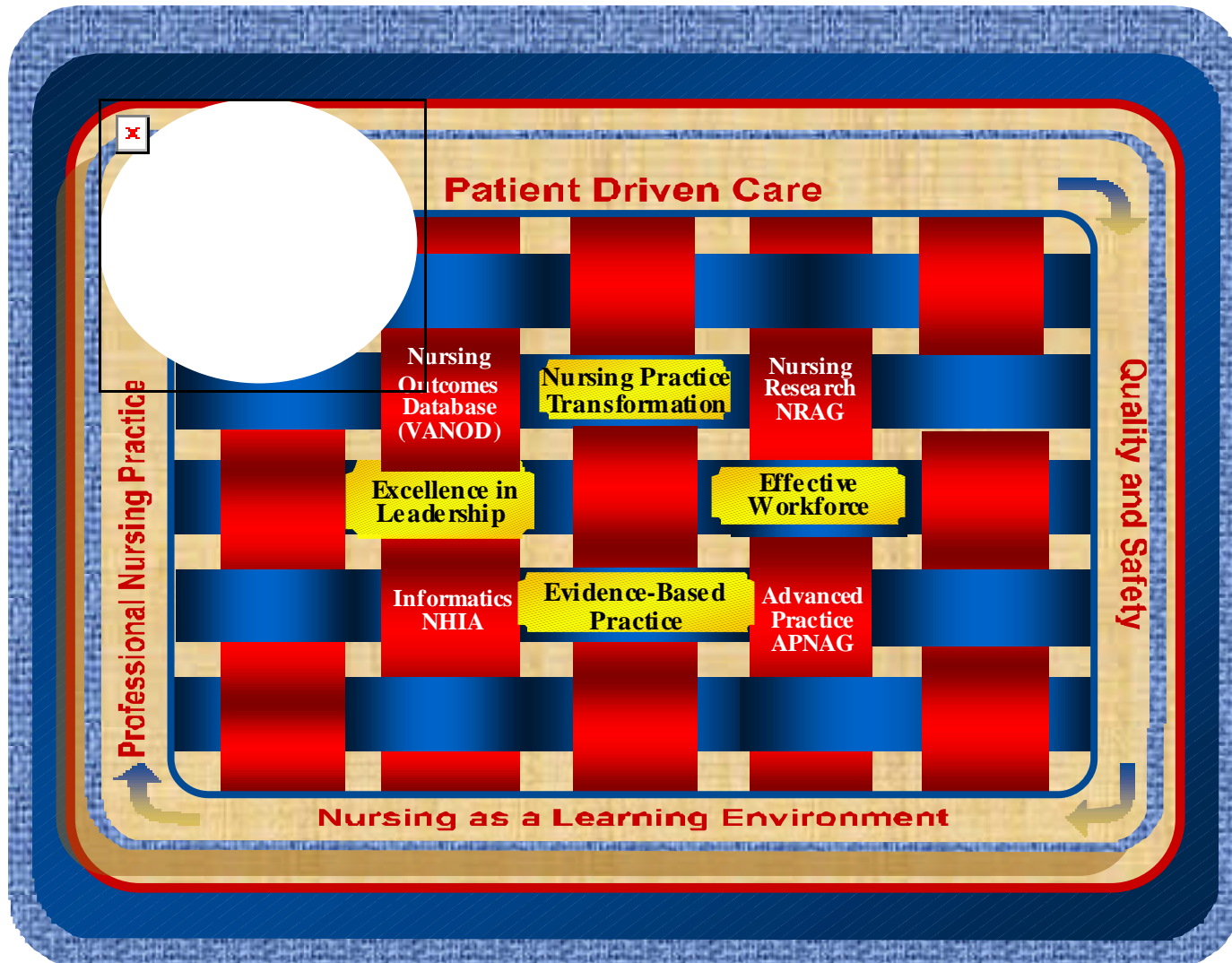


# Strategic Plan Model: An Integrated Approach



The concept of “network weaving” is to connect groups & their work together into larger threads of patient driven care & professional practice that then create an overall tapestry that is *uniquely* VA Nursing

# VHA National Nursing Strategic Plan 2008 - 2012





# National Nursing Strategic Goals



- ◆ National Nursing strategic goals in direct alignment with VHA priorities
- ◆ System-wide attention to these interdependent Nursing goals leads the Vision for VA Nursing
- ◆ Critical programs support each of these interdependent goals:
  - Informatics/Technology
  - Data management
  - Research
  - Advanced practice



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# Goals 1 & 2

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## 1. Nursing Practice Transformation

**Goal:** Establish systematic approaches to support efficient & effective patient-driven care in all settings & programs

## 2. Evidence-Based Practice

**Goal:** Create an environment of inquiry in which all nurses apply the best available evidence to improve healthcare delivery & outcomes throughout the VA



# Goals 3 & 4

## 3. Workforce Management

**Goal:** Continue to enhance the competent, dedicated, compassionate, & high-performing nursing workforce through retention, recruitment, & organizational initiatives

## 4. Leadership Excellence

**Goal:** Sustain, support & develop leadership orientation, education & system wide programs that prepare nurse leaders for the future



# Describing the Future for VA Nursing

- ◆ Clinical Practice
- ◆ Administrative Practice
- ◆ Education
- ◆ Research
- ◆ Work Environment



# Clinical Practice

- ◆ Reduce general tasks & create norm of translating research into professional practice
- ◆ Nurses leading coordinated, interdisciplinary continuum of care
- ◆ Influence/shape the profession through:
  - CNL Model
  - Trend-setting clinical policy
  - Leveraging APN, nurse scientist, & informatics talent



# Administrative Practice

- ◆ Utilize National Nursing Strategic Plan/NNEC for guidance
- ◆ Adopt standardized staffing methodology
- ◆ Competent nursing leadership at all levels
  - Magnet as SOP
  - Clear systems for resources management
  - Clinical practice systems support
- ◆ Fully integrated, participatory senior management team



# Research

- ◆ Full participation of all VA nursing staff in research practice
  - Strong scientific pool at each facility
  - Strong relationships affiliates for research
- ◆ Align research to priorities
- ◆ Combined IT/Administrative research agenda
  - Premiere database for pertinent research, publications, nursing sensitive approaches



# Education

- ◆ Coaching, mentoring, modeling support for all roles
  - RN Residency Program
  - Nurse Executive Mentoring Program
  - Mentor Certification Program
- ◆ Incentives for advanced education & certifications
- ◆ Full implementation of practice/education model
- ◆ Just-in-time broad-scoped education with CEUs (EES)



# Work Environment

- ◆ Organizational structures supporting clinical leadership
- ◆ Organizational commitment to retention strategies
- ◆ Physical designs supporting efficiency/effectiveness
- ◆ Transforming care at POC
  - Staff engagement
  - Accountability
- ◆ Incentives/recognition aligned with expectations



# New ONS Programs/Initiatives

- ◆ Nurse Executive Consultation Program
- ◆ Clinical Practice Program

# Nurse Executive Consultation Program

- ◆ Current/projected retirements for Senior Executives at an unprecedented high
- ◆ Multiple VHA senior executives will be eligible & are projected to retire by 2013, as displayed below:

| Senior Executive Category      | Percentage |           |
|--------------------------------|------------|-----------|
|                                | Eligible   | Projected |
| SES                            | 90%        | 61%       |
| Associate/Assistant (GS 14-15) | 60%        | 35%       |
| Nurse Executives               | 81%        | 47%       |
| Physician Executives           | 79%        | 50%       |



# Addressing the Need



- ◆ Transformation of capable leaders to manage complex systems & communicate effectively
- ◆ Focus to capture & utilize current knowledge, experience, & skill sets of senior nurse execs to:
  - Provide consultation
  - Short-term management assignments
  - Coaching “junior” leaders



# Clinical Practice Program



- ◆ An ONS program providing guidance on clinical nursing practice is pivotal to an environment that shapes VHA future & supports field-based operations & organizational priorities
- ◆ Aimed at increasing nursing input in national clinical program initiatives using:
  - Clinical Nurse Advisors
  - Clinical Advisory Workgroups



# Clinical Practice Program Structure



- ◆ ONS Steering Committee along with ONS Clinical Executive will provide oversight
- ◆ Clinical specialty areas to start:
  - Cardiovascular Disease
  - Metabolic Syndrome
  - Oncology
  - Rehabilitation
  - Perioperative
  - Mental Health
  - Geriatrics & Extended Care
  - Polytrauma

# Thank You!!

## Questions/Comments

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