

FOCUS ON QUALITY:

Development of an Accountability Framework for Professional Nursing Services

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Today's Session

- Bridgepoint Context
- Bridgepoint Health's Journey
 - ✓ Nursing Strategy
 - ✓ Balanced Score Card
- Promoting Nursing Accountability
- Sustaining the Process

Bridgepoint Health Context



Bridgepoint Health

- Rehabilitation and Complex Care Hospital in metropolitan Toronto, 479 beds
- Community Hospital Affiliated with University of Toronto
- Employs ~450 nurses (RNs and RPNs)
- Strong Interprofessional focus
- Vision: To be “Canada’s Leader” in Complex Chronic Disease Prevention and Management

Bridgepoint Health's Journey

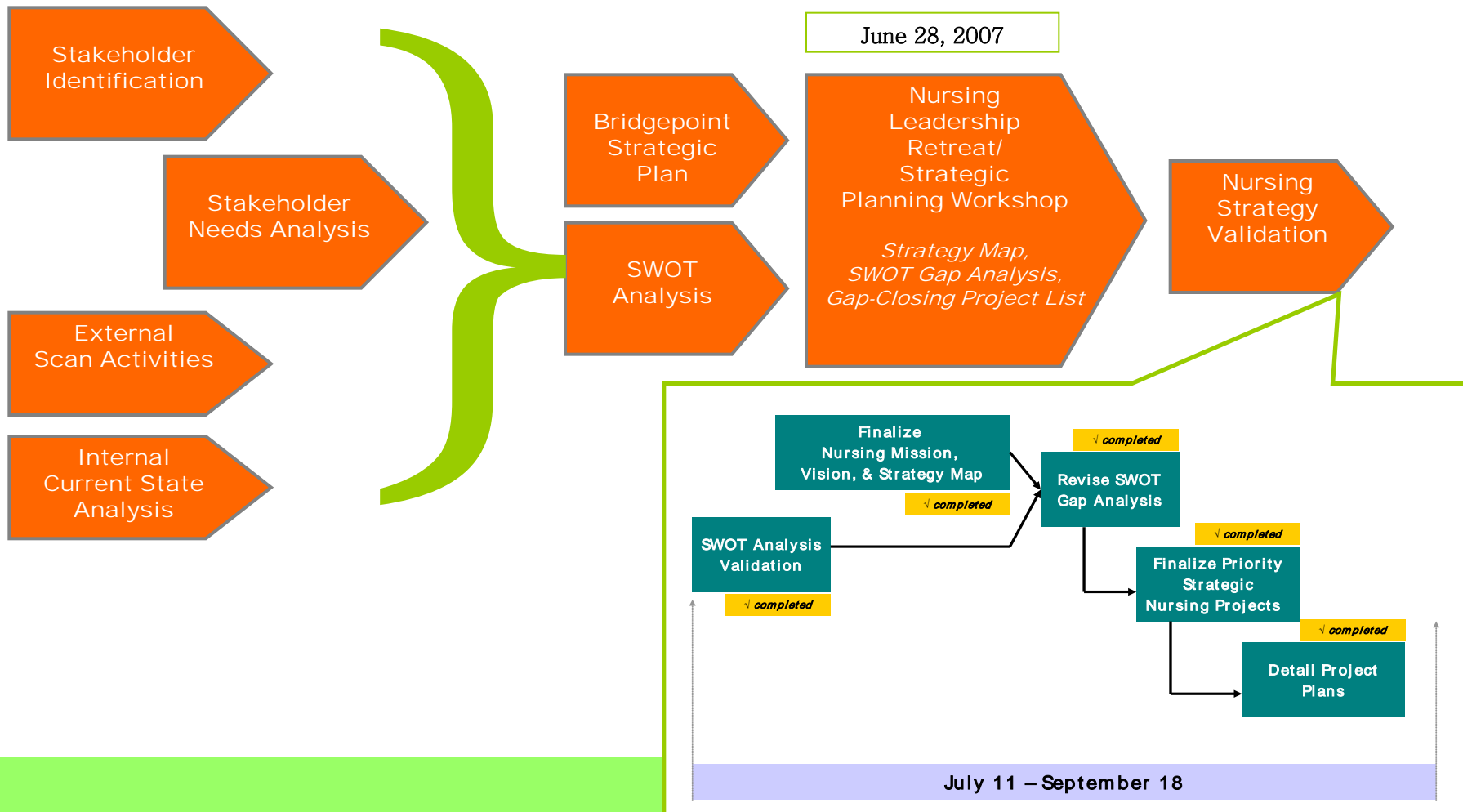




BRIDGEPOINT'S STRATEGIC NURSING PLAN **NURSING EVOLUTIONS**

2008—2013

The Nursing Strategic Planning Process



Outcomes

SAFE AND RELIABLE PATIENT-CENTRED/
PARTNERSHIP-ORIENTED CARE

EFFICIENT CARE PROCESSES

KNOWLEDGE GENERATION & ENACTMENT

NURSES LEADING CHANGE

Internal Nursing Processes

Education

Care Delivery & Clinical Practice

Research

Leadership & Policy

Develop Advanced Nursing Knowledge in Specialty Areas and CDPM

Implement the CDPM Model & the Live Well Philosophy

Generate, Disseminate, & Apply New Knowledge at the Point of Care

Influence Health System Priorities & Decisions

Set the Standards and Models for Health Care in the 21st Century

Leverage Information & Apply Knowledge for Best Care & Service

Enable Inspired and Proactive Nursing Leadership

Strengthen our Academic & Clinical Education Infrastructure

Put Quality & Safety First Everyday

Cultivate Discovery & Innovations in Care

Be Accountable

Nursing Organizational Capabilities

Implement the Nursing Service Delivery Model

Enable Nursing Leadership Development & Succession Planning

Attract & Retain the Best Nursing Professionals

Nursing Resource Management

Create Communities of Nursing Practice

Build Professional Practice Infrastructure

Foster Inter-Professional Care & Partnerships

Build & Optimize Nursing Resource Allocation & Services

THE NURSING CORE PRINCIPLES:

Professionalism

Scholarship

Safe & Caring Practice

THE BRIDGEPOINT CORE PRINCIPLES:

Being the Best

Informed, Activated Patient

A Prepared, Proactive Team

Live Well

Outcomes

10%

SAFE AND RELIABLE PATIENT-CENTRED/
PARTNERSHIP-ORIENTED CARE 3%

EFFICIENT CARE PROCESSES 3%

KNOWLEDGE GENERATION & ENACTMENT 2%

NURSES LEADING CHANGE 2%

Education 9%

Care Delivery & Clinical Practice 21%

Research 4%

Leadership & Policy 6%

Internal Nursing Processes

40%

Develop Advanced Nursing Knowledge in Specialty Areas and CDPM 4%

Implement the CDPM Model & the Live Well Philosophy 4%

Generate, Disseminate, & Apply New Knowledge at the Point of Care 1.5%

Influence Health System Priorities & Decisions 5%

Set the Standards and Models for Health Care in the 21st Century 5%

Enable Inspired and Proactive Nursing Leadership 3%

Strengthen our Academic & Clinical Education Infrastructure 5%

Leverage Information & Apply Knowledge for Best Care & Service 9%

Put Quality & Safety First Everyday 8%

Cultivate Discovery & Innovations in Care 2.5%

Be Accountable 2%

32%

Nursing Organizational Capabilities

Implement the Nursing Service Delivery Model 11%

Enable Nursing Leadership Development & Succession Planning 6%

Attract & Retain the Best Nursing Professionals 9%

Nursing Resource Management 18%

Create Communities of Nursing Practice 2.5%

Build Professional Practice Infrastructure 8%

Foster Inter-Professional Care & Partnerships 4.5%

Build & Optimize Nursing Resource Allocation & Services 9%

THE NURSING CORE PRINCIPLES:

Professionalism

Scholarship

Safe & Caring Practice

THE BRIDGEPOINT CORE PRINCIPLES:

Being the Best

Informed, Activated Patient

A Prepared, Proactive Team

Live Well

Nursing Strategic Projects – F2007/08

Nursing Resource Management

Address Staffing Levels & RN Workload (*Q3 F2007 – Q1 F2008*)

Culture/Change Management Framework (*Q3 F2007 – Q4 F2007*)

Nursing Organizational Capabilities

Nursing Governing Structures & Processes (*Q2 2007 – Q1 2010*)

Care Delivery Model (*Q3 F2007 – Q1 F2008*)

Nursing Strategic Projects – F2007/08

Internal Nursing Processes

Safety & Quality CQI Project *(Q3 F2007 – Q1 F2008)*

Nursing Workflow Processes *(Q3/Q4 F2007)*

Technology in Nursing *(Q3 F2007 – Q1 F2008)*

From Novice to Expert – Nursing Education *(Q4 F2007 – Q1 F2008)*

Advance Our Culture of Scholarship *(Q 3 F2007 – Q3 F2008)*

Nursing Strategic Projects – F2008/09

Nursing Resource Management

Equipment & Work Support Tools (*Q2 F2008*)

Team Care/Inter-professional Model of Care (*Q4 F2008*)

Staffing & Schedules (*Q1 F2008 – Q4 F2008*)

Nursing Recruitment & Retention (*Q1 F2008 – Q4 F2008*)

Nursing Organizational Capabilities

Clinical Nursing Leadership Training & Development (*Q3 F2008 – Q4 F2010*)

Customer Satisfaction (*Q2 F2008 – Q4 F2010*)

Nursing Strategic Projects – F2008/09

Internal Nursing Processes

Best Practice Guidelines (*Q3 F2008 – Q3 F2009*)

Nursing Strategic Projects – F2009/10

Internal Nursing Processes

Nursing Research at Bridgepoint (*Q4 F2009 – Q4 F2010*)

Appropriate Mix of Skilled Nurses (RN / RPN)

AND

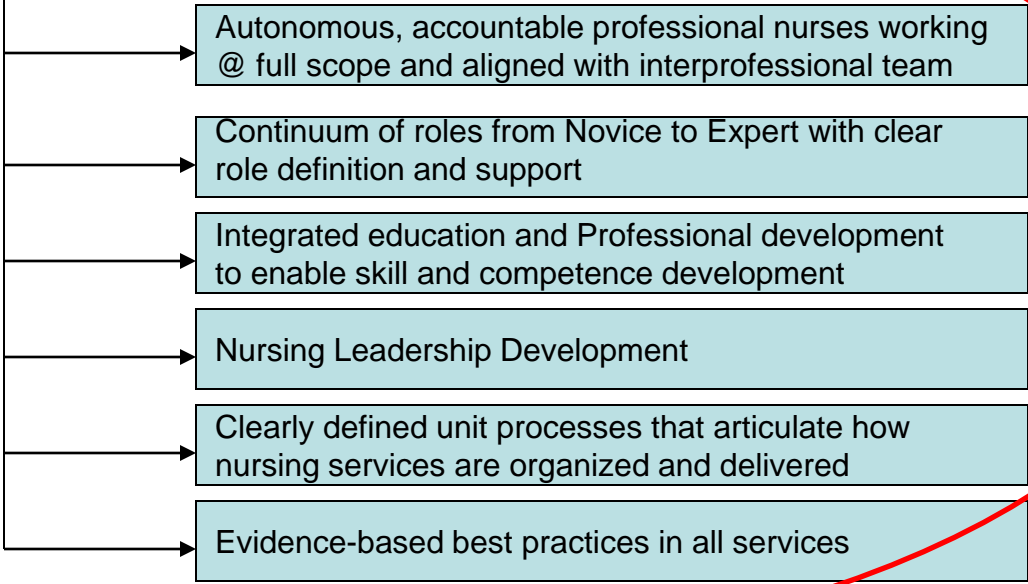
•Implementation 2009-2010

“Canada’s Leader” Nursing Care Delivery Model*

•Implementation 2008-2013

Principles:

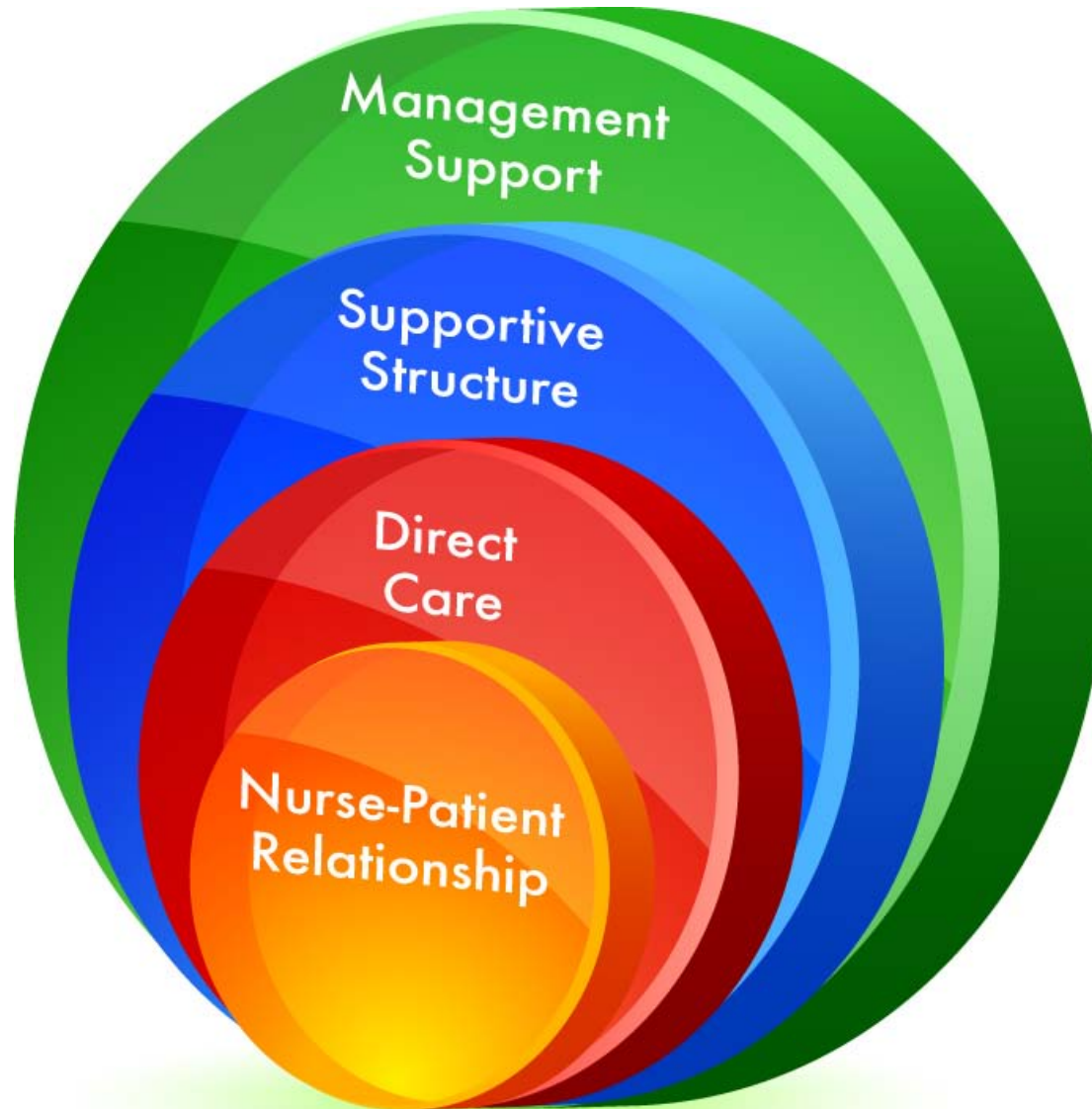
- Supportive Nursing structure
- Clinical day-to-day support
- Managerial support
- Culture and org. structure
- Education



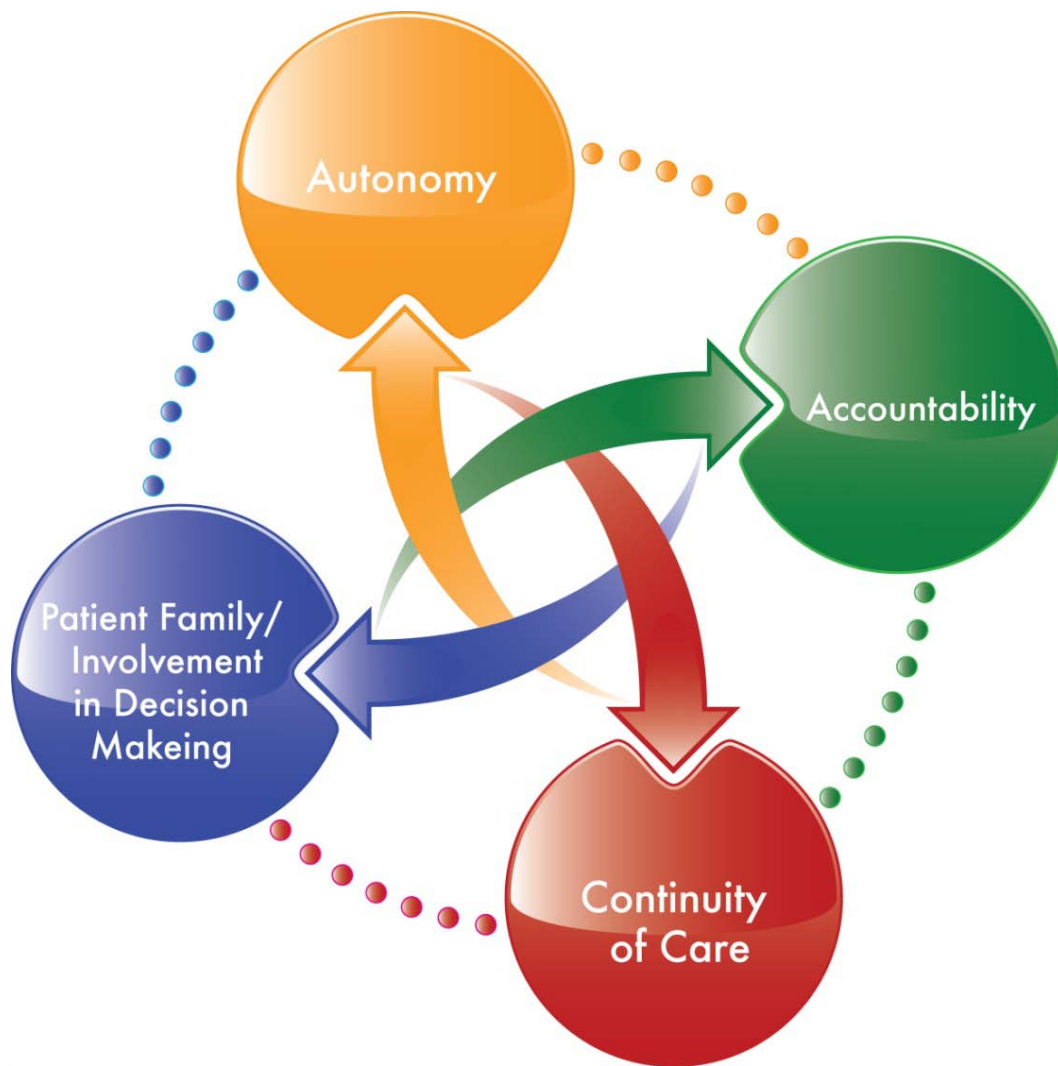
Outcomes

*A guide to organize the delivery of nursing care among different categories of nursing personnel such as RN, RPN, UCP, taking into account their competencies and valued concepts by the organization - G. Roger

Bridgepoint Health's Nursing Professional Care Delivery Model



*Key Features and
Major concepts of
the Model*



Developing the Nursing Balanced Score Card



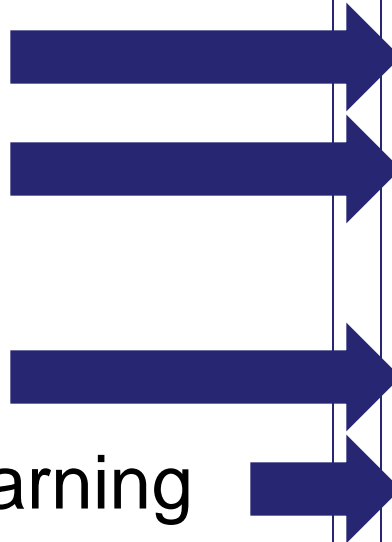
Balanced Score Card Methodology

- Effective measurement is an integral part of innovative management processes (Kaplan & Norton, 1993)
- An approach to performance monitoring using a set of predetermined measures
- Four dimensions critical to organizational success
- Examining indicators from all four dimensions → gain balanced perspective between financial performance and quality of patient care (McGillis et al, 2008)

Kaplan & Norton(1993)

4 Dimensions

- Finance
- Customer
- Internal
- Innovation/learning

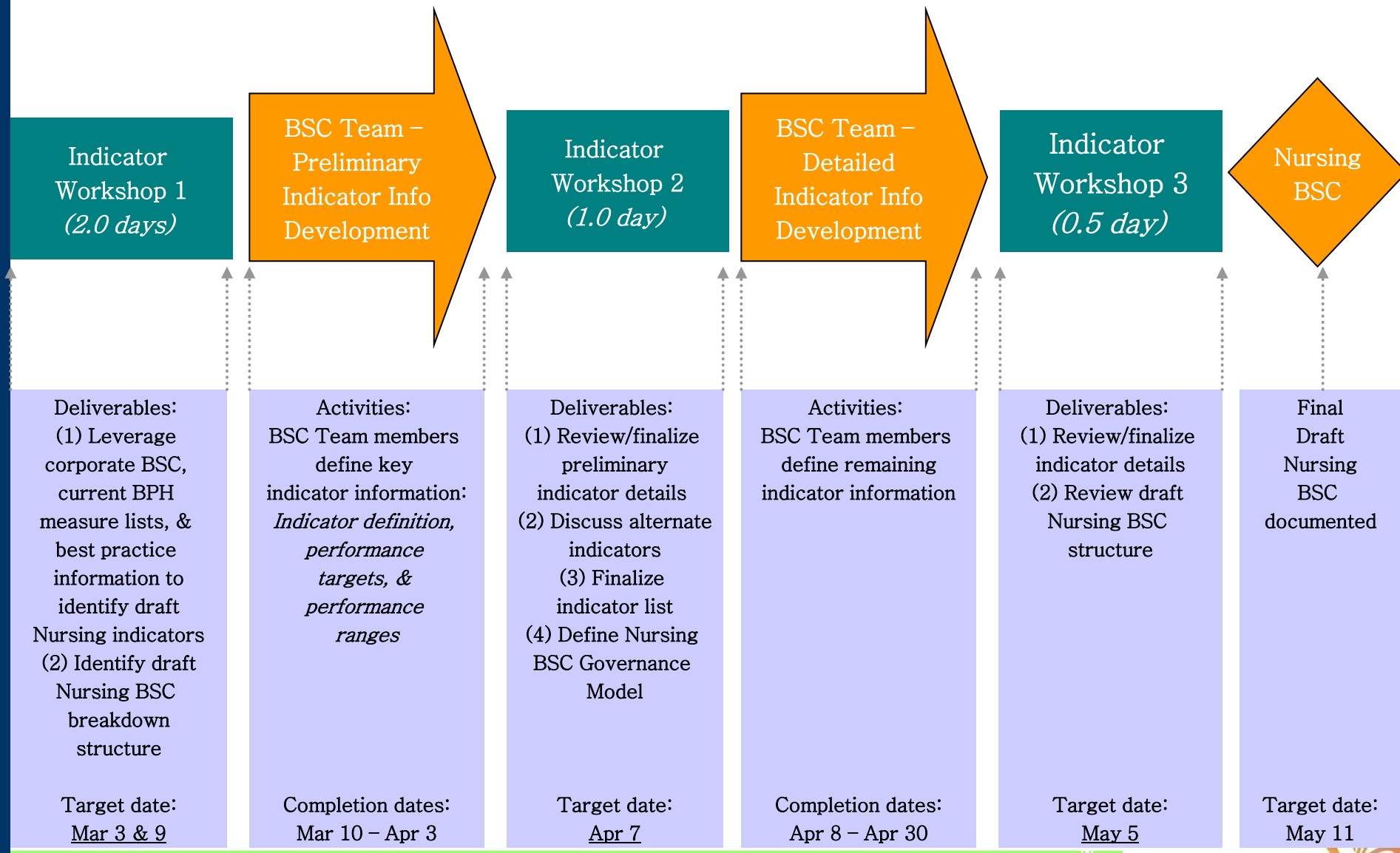


Baker & Pink (1995)

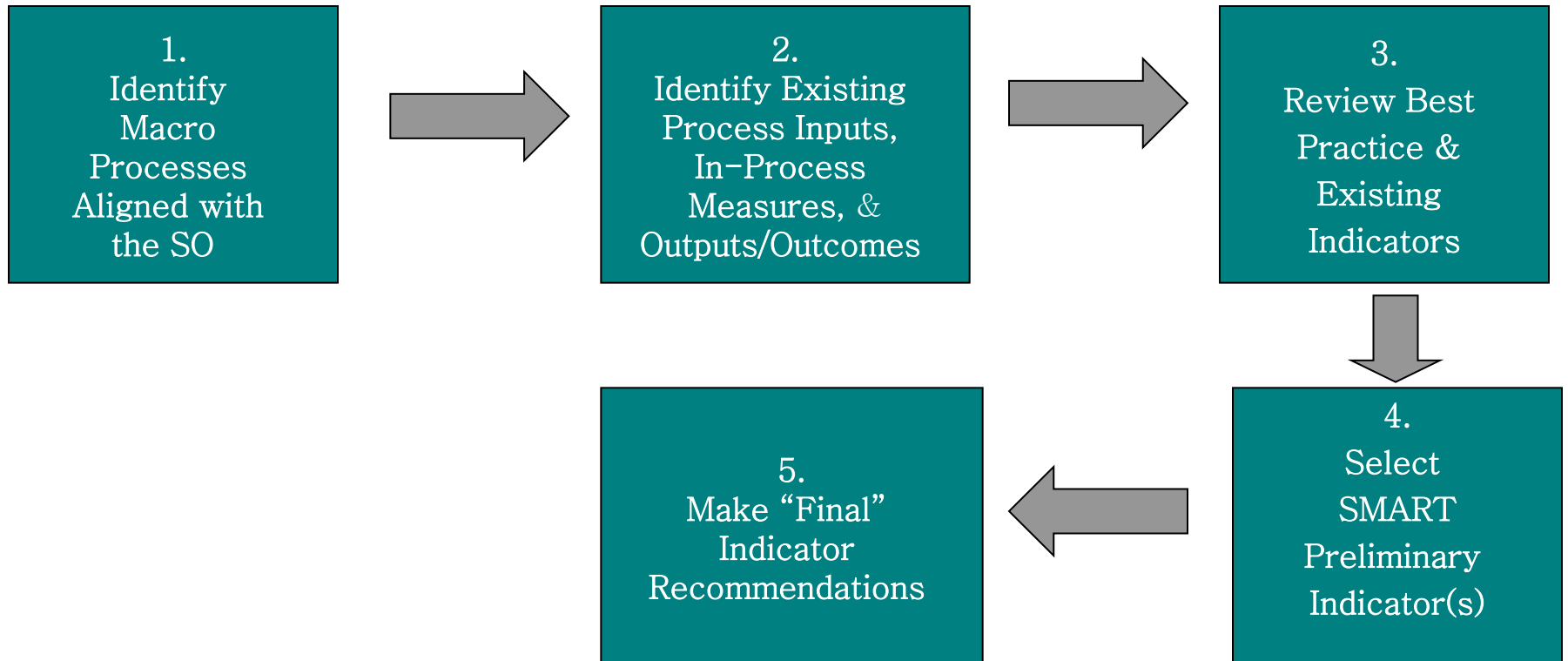
4 Health Care Dimensions

- Financial performance
- Patient satisfaction with care
- Clinical utilization
- System integration and change

Nursing Strategic Plan - BSC Development Project



The Indicator Identification Process



Indicator Example (Patient Satisfaction)

Strategic Objective	Indicator Name	Definition	Targets	Tolerance Ranges	Data Owner
Safe and Reliable Patient-Centred/ Partnership Oriented Care	Patient Satisfaction	Using the nursing subscale of the NRC Picker Patient Satisfaction Scale, mean percentage of patients responding positively to all five questions	Mean score > 95%	Green – > 95%; Yellow – 85-99% of target (81-94% positive responses); Red – <85% of target (<81%)	Kate Wilkinson

Indicator Example (Clinical Utilization)

Strategic Objective	Indicator Name	Definition	Target	Tolerance Ranges	Data Owner
Build and Optimize Nursing Resource Allocation & Services	ii) Nursing paid hours per patient day (agency, sick time, overtime)	Total paid nursing hours worked and not worked (vacation, sick time, stats) for RN/RPNs divided by # of actual patient days	2.2	Green 100% (< 2.2) Yellow 92-99% (2.4 - 2.2) Red >92% (>2.4)	Jackie Eli and Wanda McColl

Promoting Nursing Accountability



Professional Nursing Accountability



- Legislative climate, e.g. ECFAA in Ontario
 - Standardized measures and reporting
- Increased client access to health information
- Changing client expectations
 - Decision-making
 - Partnership
 - Self management
- Emphasis on client outcomes
- Expectations of transparency

Promoting Accountability with the Nursing BSC

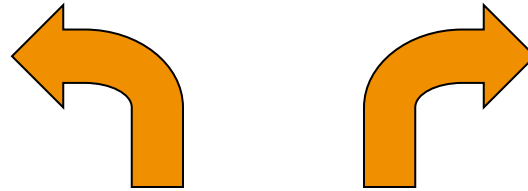
- BSC Indicators reflect nursing contributions to patient and system outcomes
- Established 43 indicators to measure outcomes related to 23 strategic nursing objectives
- Address all four required BSC dimensions
- Contribution to corporate reporting process

Example of Indicator Results

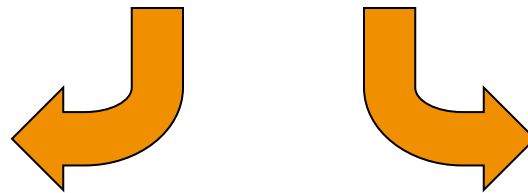
Objective	Indicator	Q2	Q3	Comments
Putting Quality and Safety First Everyday	% Completion of Admission Pain Assessment (Target=75%)	54% completion	98% Completion	Created new admission pain assessment vs. embedded
Implement the Nursing Service Delivery Model	Clinical Skill Mix (milestone indicator - Target 100% complete)	Q2- recruit new grad RPNs, plan RN education - 100% complete	Q3- onboard RPNs to phase III clinical units - 100% complete	On target with skill mix implementation -all milestones achieved
	Agency Usage (Target 2.5%)	4.2%	0.9%	Q2 results may be due to seasonal variation (summer vacation), vacancies

Sustaining the Process



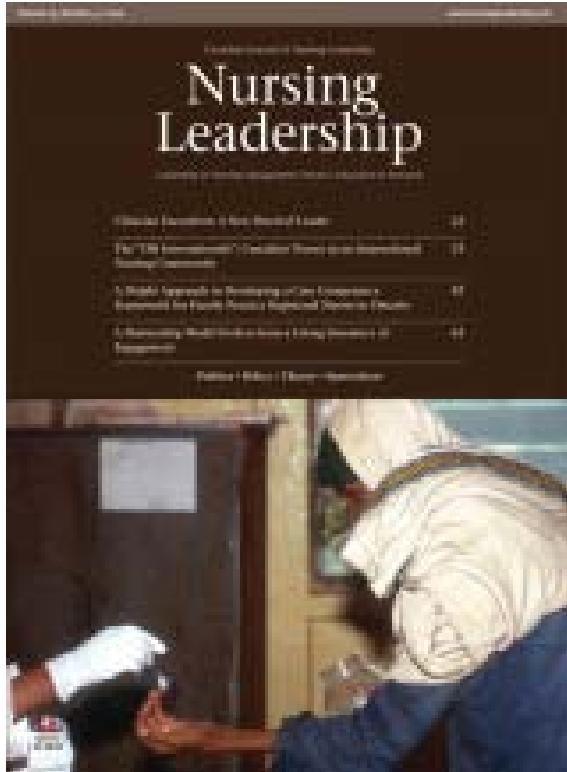


Sustaining the Process



Key Learnings

- A focused planning process can be effective when establishing nursing strategy and a nursing balanced score card
- BSC indicators must be comprehensive and context specific
- Engagement of key stakeholders is essential for success
- Strategies used to communicate BSC data and analyses must meet the needs of stakeholders
- Nursing BSC offers a mechanism to evaluate:
 - Strategic progress
 - Achievement of operational and quality targets



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Thank you

