

# Stepping Out and Stepping Up!

Giving Nurses Practice Tools that Support Evidence Informed Practice and Best Possible Outcomes for Clients

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get better

# Acknowledgements

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  - Senior Managers, District Managers, Supervisors and Front line Nurses, Professional Practice Consultants
- Research Partners
  - Dr. Diane Doran, Tammie Dipetrio, Dr. Joe Cafazzo
- Vendor Partner
  - Cell Trak Technologies

# Goals for Presentation

- Provide an overview of the innovation
- Share our learning about leadership characteristics that influenced this innovation
- Demonstrate how technology was leveraged to support nurses in evidence informed practice in home care
- Highlight the results related to implementation of this innovation

# Context

- ParaMed Home Health Care
  - Division of Extendicare Canada
  - 4500 staff
  - Providing nursing, home support and therapy service in clients home, workplace, schools etc
  - Several different business lines. one of which is home health care
- District Structure
  - Leadership Team
  - Support staff
- Front line
  - Decentralized
  - Broad geographies
  - Multicultural and diverse client and staff groupings
  - Evidence Informed Practice and outcome focus since late 1990's-paper based

## PROMISE

TO PROVIDE EXTRAORDINARY EXPERIENCES WITH INCREDIBLE PEOPLE

# Innovation

## Two Parts

### Application:

- Designed the first nursing assessment application for the Blackberry
  - Assessment as the foundation for best possible care
- Nursing Resources on the BlackBerry
- Created an electronic, secure portal for storage of client information
  - Clinical Indicator Summary for Nurse and Client Use in Care planning
- Transitioned all nurses to BB with email capacity
- Transformed reporting to electronic methods
  - Enable aggregate and trending analysis
- Education approach integrating multiple ways of learning

### Research

- Three year study focused on understanding the barriers and facilitators of implementing electronic record in HHC and long term shifts in organizational culture, evidence based practice<sup>3</sup> and client impact

# Rationale

- Increasing amount of paper in care processes
- Client and staff expectations around technology
  - Multigenerational staff
- Need for increasing efficiencies and reducing duplication-  
WORKING SMARTER
- Need ease the burden of managing and utilizing copious amounts of evidence & knowledge
  - Impossible task of remembering and integrating emerging evidence
- Improve client outcomes
  - Quality, care and safety
- Demonstrate organizational leadership in the home health care sector

# Framework

- Knowledge Translation and Exchange Framework-Getting the innovation into practice
  - PARIHS (Promoting Action Research In Health Services)
    - Nature of Evidence
    - Context
    - Facilitation

# Leadership-Stepping Up

- Multiple levels of leadership
  - Senior Nursing Leader for the organization
  - Senior Management Team
  - Professional Practice Team
  - District Management Team
  - Front Line Nurse Champions
  - Front Line Nurses
  - Vendor



# Leadership-Senior Nurse Leader

- Creating a Vision for our Future-"I had a dream"
- Responding to nurses needs
  - Work life balance
    - Leveraging tools that support nurse to complete care while in the home
  - Efficiency
    - Access to resources, reduction in duplication
  - Integration of Evidence made easier
- Development of rationale to support need and research questions (recruitment, workload, risk)
- Exploration of possibilities and examining the nature of the evidence related to care processes, technology and health system

# Leadership-Senior Management

- Using BB was a completely new idea for clinical practice in home care
- No-one believed it was possible
- Agreeing to investment in research
- Investing without the typical immediate return on investment

# Leadership-Professional Practice

- Designing education in multiple ways to adapt to variety of learners
- Policy development and supports such as user guides
- Ongoing support and creation of innovative ways to manage in the new context
  - Playing the “what if” game

# Leadership-District Leadership Team

- Agreeing to lead through user testing and pilot-going first is never easy
- Acting as our Center of Excellence
- Buying in to rationale for innovation and positive impact on clients-believing without knowing is always risky
- Supporting and enabling the innovation in the context of competing priorities and inspiring others to follow-lifting people up when they are tired and frustrated
- Recognizing the contributions of all

# Leadership-Front Line Nurse Champions

- User Testing
  - Group of 10-self selected
- Willingness to get involved and shape the future of the application
  - “Nurses said –Tracey you asked us so we said okay”
- Giving open and honest feedback
- “Playing full tilt”

# Leadership-Front Line Nurses & Supervisors

- Taking the leap of faith that this innovation will be the first in many transformative steps to our practice and care of our clients
- Asking questions, challenging the old paradigms
- Willing to give up “sacred cows” eg:
  - Chart in the home
  - Documentation at end of day
  - Narrative documentation the only way to tell the story of the client and family



# Leadership-Vendor

- Accepting challenge to build this type of application on a BlackBerry
- Learning the context of nursing and integrating technology to
  - flow with nursing practice not vice versa
  - Reduce duplication (autopopulation)
  - Forced constraints, reminders
  - Portal viewing with colours to indicate shifts in delta
  - Supervisor reports for monitoring
  - Increasing access to electronic resources
  - Responsiveness to nursing needs-first release due May and next for Fall



# Leadership Reflection

- All individuals involved in this initiative demonstrated characteristics of leadership
  - Modeling the Way
  - Inspiring the Shared Vision
  - Challenging the Status Quo
  - Enabling Others to Act
  - Encouraging the Heart

# Leadership

## Maintaining and Sustaining Integration

- Support Teleconferences
- One on One coaching
- Clinical eTIPS
- eOBC Handbook
- Integration into orientation
- Nursing Team Meetings
  - Utilizing data to shape practice
- Reports for monitoring practice

# Lessons Learned Along the Way

- It takes a whole lot of people and unique leadership attributes with variety of strengths to make an innovation “stick”
- Considering all three elements of PARiHS-nature of evidence, context and facilitation is key to “stickiness”
- Courage, determination, resilience and passion are essential leadership characteristics in moving forward

# Next Steps

- Stabilizing our initial implementation with new reporting module available soon
- Building our Phase 2



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