Leveraging Data to Transform Nursing Care: Insights from Nurse Leaders

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NHSRU-KTEP
Nursing Health Services Research Unit - Knowledge Translation & Exchange Program

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Background

- Having outcomes data alone (even if high quality and points to areas to improve) is not enough to motivate and change behavior for clinicians to translate data into practice improvement and data driven care.

- For data to be embraced and actively used to achieve organizational transformation, leaders need to act as a catalyst for data dissemination.

- Nurse leaders are strategically positioned in health care organizations to develop infrastructure to ensure data is being used to inform decisions about care delivery and pivotal if quality and safety outcomes are to be achieved.

- Nurse leaders are integral to engaging nurses in collecting, understanding, interpreting and using performance measures by motivating nurses to move out of their comfort zones and to act on information.

Purpose

This study was undertaken to gain insight into how nurse leaders are influencing the use of performance data to drive and transform nursing care in health care organizations.

Method

- A qualitative study design employing semi-structured interviews was used.

- A purposeful sampling strategy was employed that involved recruiting nurse leaders from organizations that were involved in collection of performance indicators. Chief Nurse Executives (CNEs) and Officers (CNOs) from hospitals across Ontario were contacted by recruitment email and asked to participate in a one-time telephone interview lasting approximately 1 hour in duration.

- The transcripts were analyzed using a direct content analysis approach.

Study Sample Characteristics

- A total of 22 telephone interviews were conducted involving 28 nurse leaders (including CNE, CNO, professional practice leaders and managers), ranging from 15 to 66 minutes (the mean= 39.4 minutes).

- Four of the interviews were conducted with two or more participants.

- Two nurse leaders were recruited from home care, while 26 were recruited from the hospital sector.

Key Themes

Getting relevant, reliable, and timely data into the hands of nurses

- Having relevant and reliable data
- Being accessible and timely

Connecting the dots

- Making data real for nurses
- Aligning data with corporate priorities
- People-izing the data

Jeffs et al. (published ahead of print) Leveraging Data to Transform Nursing Care Insights from Nurse Leaders. Journal of Nursing Care Quality.

Getting relevant, reliable, and timely data into the hands of nurses

- *An enabler for nurses, they have to get it, they have to understand what's in it for them, why it's making a difference, and understanding how this helps them provide better care is the top enabler. (Nurse Leader Home Care 01)*

- *I think the stuff that's most useful now is their unit specific information, the closer to their work environment and front line care level, the more meaningful the information is. (Nurse Leader Hospital 20)*

- *In general it's important that nurses have access to data that is patient outcome data, so they can see the impact that the care is having on their patient outcomes specific to their population and specific to the care that they deliver. (Nurse Leader Hospital 21)*

Getting relevant, reliable, and timely data into the hands of nurses

- *To make that culture you have to have the mechanisms in place to report in a timely, easily used fashion. It's a combination of making sure that you're empowering people to use the information to make good changes, but then also technically being able to get that information into their hands. We have this data, we trust this data, we're able to go forward and make changes to measure. (Nurse Hospital Leader 13)*

- *The enabler has to be that the metric that you choose is feasible - available and that the data quality has the integrity checked. The real enabler is a corporate commitment to determine that if we're going to do quality work we need metrics, we need to define them, we need to have targets and then we need to deploy the resources to ensure that we can get the right data into the hands [of nurses]. (Nurse Leader Hospital 21)*

- *Make sure your data is reliable and valid and that you have a mechanism for gathering and analyzing this data based on the reporting time frames that you set out. (Nurse Leader Hospital 17)*

Connecting the dots

- *They're [nurse managers, clinical leaders and charge nurses] retranslating from the board room to the bedside. They're helping to make sense of it all to the front line nurse and they're saying you know, look at these numbers, we're here now and we're here, we've got good indicator rates for this month and that's because of you, and here's how you're making a difference. When we talk about data and indicators, you have to talk about it in a way that makes sense for them. (Nurse Leader Hospital 22)*

- *I think the lines of dialogs and interaction among those that are accountable to look at and determine what quality improvement plans are most effective. (Nurse Leader Home Care 02)*

- *One of my responsibilities is to make sure that the dots are connected between what the staff are doing in their day to day activity to what we are reporting to the board and the community at an organizational level. (Nurse Leader Hospital 19)*

Connecting the dots

- *We're always keeping an eye on those standards [accreditation standards] to make sure that we're meeting them and if we're not, developing plans to improve them. QBPs are also another huge area for us so we roll those out across the province and the QIP is the one that determines our publicly reported, high priority areas. There's a significant incentive to use data to help push and drive performance improvement, the whole accountability to the board and the public. (Nurse Leader Hospital 15)*

- *It was first a culture based decision - the journey to evidence-based practice and that included quantifying our care in a way that we could start using the data to improve care and the system. The real important use of data is when we can take a moment of reflection and people work together to say what does this mean and do we need to make changes? (Nurse Leader Home Care 01)*

- *We have a cascading method from the board to the front line staff, everybody is engaged in monitoring and integrating the results of our performance into their work plans. (Nurse Leader Hospital 20)*

Implications

- Having relevant, reliable, and timely data available to nurses as a key enabler to ensuring nurses use the data to guide their clinical practice.

- Most relevant data to share with clinical nurses are patient-oriented including health outcomes, satisfaction, and care experiences.

- Key role that senior nurse leaders have in making sense of the data and “connecting the dots” between corporate priorities and practice standards with different stakeholders (clinical nurses, front-line managers, senior management, and board of directors) across their respective organizations

Key Recommendations

1) Having relevant (patient-oriented that clinical nurses view they can impact/influence), reliable, and timely data.

2) Storytelling or participating in discussions using data at the senior management and board of director tables that position's nursing contribution to quality care.

3) Working with front-line managers and clinical nurses to "people-ize the data".

4) Instilling shared accountability for understanding and using data to drive quality care.

What's next?
How have we used this data?

Knowledge Translation of Performance Data for Frontline Nurses and Leaders (PERFORM-KT) Project

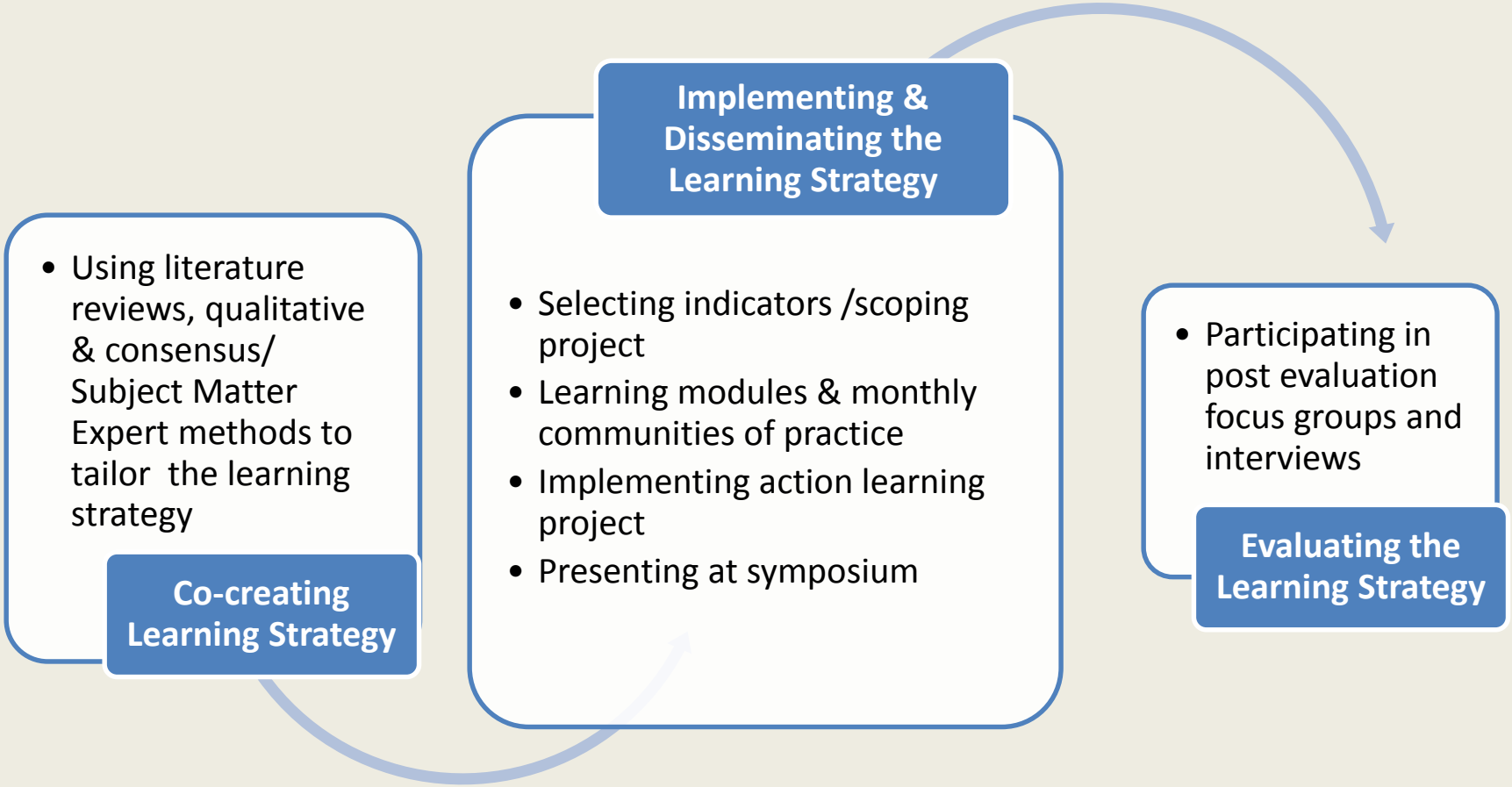
Background

- The overall goal is to build quality improvement and knowledge translation capacity to leverage the use of performance data to drive quality care with point of care nurses and leaders in health care organizations.

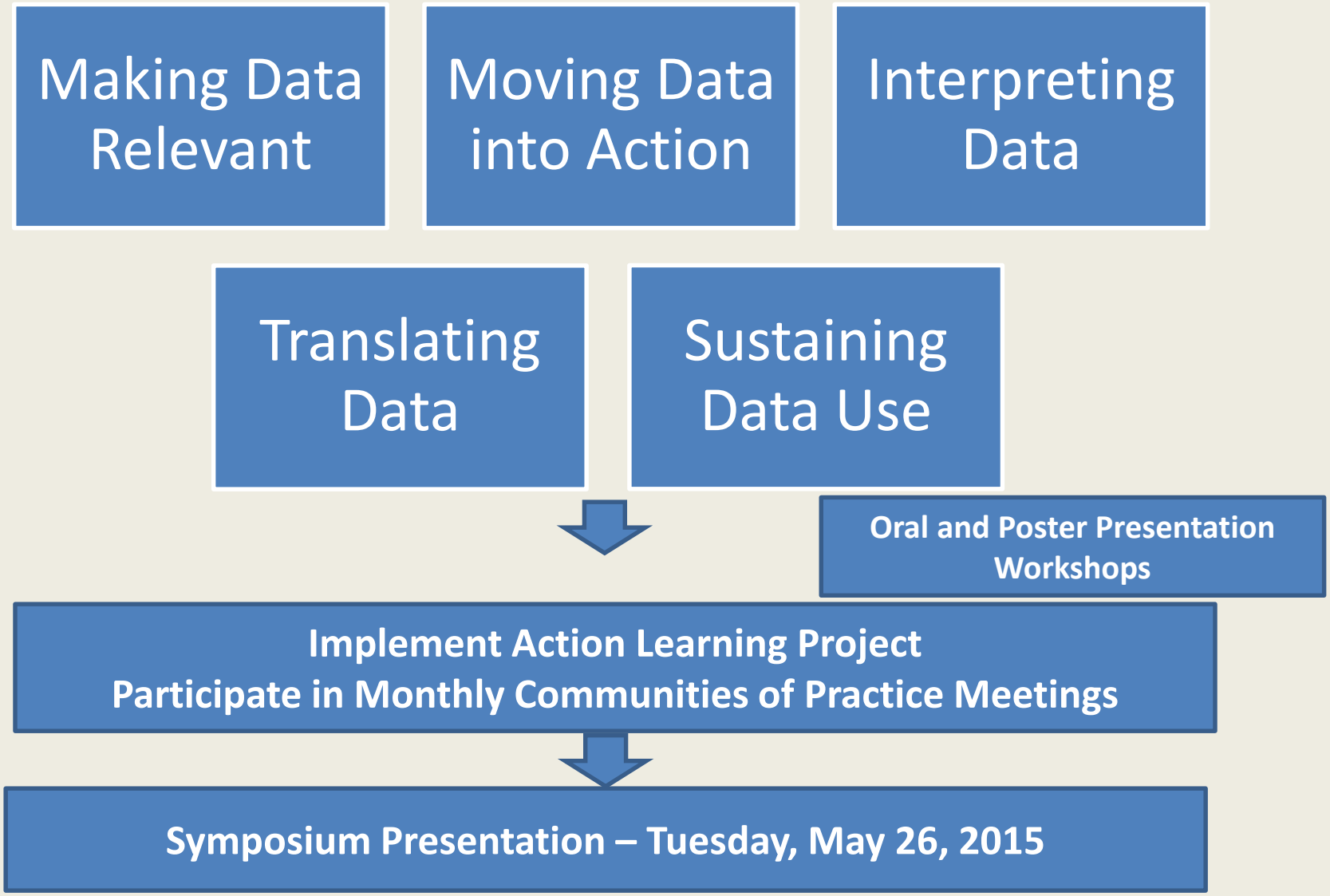
- Using an integrated knowledge translation approach, strategies are co-created with the project team and knowledge users and being evaluated as a series of pilot studies.

- Led by Dr. Lianne Jeffs, Scientific Director, NHSRU-KTEP with funding from Ontario MOHLTC KTEP.

Our Approach



Our Learning Framework



Questions ?