

RPNAO Role Clarity Project: The Optimization of Nursing Staff Care Delivery Through Leadership & Collaborative Nursing Practice



Zahra Ismail RN, MN CPRS, ENC(C), CHE Clinical Team Manager & Maria Monteiro RN, MN Clinical Nurse Educator

Background

North York General Hospital (NYG) is one of Canada's leading community academic hospitals. Within NYG's Medical Program, is the inpatient Medicine and Respirology unit, 8 West. The 8 West team strive to provide excellent patient and family centered care through an inter-professional care delivery model.

The team comprises of Registered Practical Nurses (RPNs), Registered Nurse (RNs), allied health (social worker, occupational therapist, physiotherapist, dietitian and rehab assistants), hospitalists and support staff.

In April 2014 the 8 West team through interprofessional vision sessions identified the need to *enhance nursing leadership and communication to optimize the delivery of care*.

Goals

The purpose of the role clarity project included three major goals:

- 1. To articulate the role of RPN and RN, and how College of Nurses of Ontario (CNO) 3 factor framework is part of decision making process;
- 2. To decrease ambiguity, confusion associated with RPN and RN role in order to optimize patient care;
- 3. To improve care delivery by decreasing patient complaints, and increasing both patient and staff satisfaction.

This project aligned with the NYGH vision of achieving excellent patient-centered care through enhanced education, research and innovation

These goals were achieved through the project lifespan of February 2015 to March 2016.

Methods

Empirical literature reviewed and environmental scan completed

Team Interprofessional Visioning sessions

3 Nursing leadership in-services

Provided educational workshops (see below)

Educational Workshops

Module I: How is Care Delivered

Facilitated open dialogue questioning 'what is care' and 'how is care delivered'

Module II: Nursing Roles

- •Provided clarity between RPN and RN roles, highlighted 3 factor framework via case scenarios, problem solving process and access to organizational resources.
- •Reviewed the role of leadership within scope of practice and how to assist/support nurse-patient assignment

Educational Workshop (6 hours)

Module III & IV: Nursing Decision Making: Patient Assignment (Work Allocation)

Discussed models of nursing care and how it has evolved; how patient assignment were being completed

Module IV: Nursing Decision Making: Management of Unit Environment

What nursing staff wanted to see developed in nurse-patient assignments reflective of patients' needs and nursing scope of practice

Results

Patient Satisfaction

- Patient formal complaints decreased by 400% over span of one year
- Patient satisfaction consistently between 95-100%

Interprofessional Team Satisfaction

- Education were attended (n=41) with increased knowledge of nursing and allied health own and each other's scope of practice, expectations and competencies
- Staff engagement, collaboration and teamwork evolved resulting in the development of Unit Standards and Unit Advisory Council inception
- Leadership skills and accountabilities have developed amongst the team
- Staff engagement increased (survey completion) from 20 to 71%
- Developed Unit Vision, Mission, Goals which changed inpatient unit name

Nurse Role Clarity

- Knowledge acquired on the utilization of the 3-Factor
 Framework through nursing consultation and collaboration,
 resulting in nurse-patient assignment changes and
 guidelines
- Charge nurse working group was established to formalize leadership accountabilities
- Improved nurse-patient assignment based on new developed guidelines
- Word cloud of Nursing Role Clarity & Leadership thoughts (below)

Collaboration
Knowledgeable
Leader Practice
Care Nursing Scope
LEADERSHIP Staff
8WestTeam
Professional Integrity
Competent
Accountable NURSE Respect
Teamwork Skilful
Excellence
Compassion

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RN/RPN