



Why Professional Role Competency?

- The Marketplace Demands -

Dr. Roxane Spitzer, Phd, RN, MBA, MA, FAAN
OMNE Annual Meeting
Freeport, ME
September 30th, 2016

Professional Role Competency and Clarity Objectives

Describe the expectations of the marketplace

Define the critical issues for nurse leaders today

Describe the difference between responsibility and accountability

Identify the critical elements required in the professional nursing role

Healthcare Futures

- Consolidation will continue
- Innovation in care delivery models*
- Increasing mobile technology
- Focus on improvement of patient satisfaction*
- Transparency in pricing and costs
- Value-based payments - both outcome oriented and population based* (1)
- Retirement of baby boomers



Healthcare Futures

- Post acute care is critical*
- Patient volume in hospitals is expanding (short term?)
- Managing care across the continuum is essential *
- Effective leadership is critical at all levels of the delivery system, including clinical leadership*
- Reducing variation in practice*



Nursing Shortage and Financial Dangers

Nursing is not a cost. As an asset we generate revenue.

Due to shortages, our competitive advantage can be limited

As is patient safety and quality

Nevertheless, the opportunities are huge with a rapidly changing healthcare system

Nurse Leader Priorities

Patient needs to receive known standard of care in all settings and it must be evidence-based*

Managing the nursing shortage is critical

Re-shaping of the clinical workforce*

Seeking the right way to staff in ambulatory care settings*

Most important to have RNs working at their highest level and practicing to the top of their licensure (2)

Nurse Leader Priorities

We must control costs through changing ancient protocols, supply waste,
and unfavorable contracts

No more historical hysteria

Expand front-line nursing staff focus from discharge to continuity*

Accountability vs Responsibility*

A Major Challenge Again: The Nursing Shortage

Vacancy rates have increased, particularly in specialty areas.

Baby boomers are retiring or reducing their hours

Generation Y (“Millennials”) have very different expectations

Front-Line Managers are overwhelmed

ACA has increased census in hospital settings, at least in the short term, and in
many settings ED’s continue to be crowded

Turnover

Department of Labor expects a shortage of
1.1 million nurses by 2022

Turnover 1st year is 14%

2nd year up to 30%

Professional role competency & clarity is essential

Millennials are a new challenge ? Why?

The Interesting Millennials

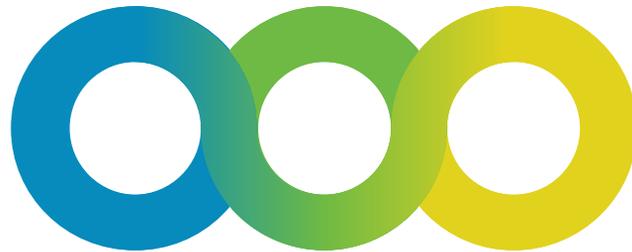
The needs of this generation

Loyalty is often limited: They need and *expect*:

- A positive work environment
- Opportunity to work to full extent of practice / Practice autonomy

Are they ready? Do they know what they don't know?

Further Considerations



Generation Y

Different values due to volatility and lack of security after graduation
Lack of commitment and loyalty to employer



Sign on bonuses?
Contracts?
Buy backs are frequently discussed
Importance of positive work environment

The 4 Critical Elements of Professional Role Competency

Knowing and practicing to the extent of their licensure

Knowing and practicing to state regulations

Knowing and practicing to the ANA standards

Being engaged and accountable for their practice

Workplace Environment

Option to develop additional skills and promotions

Promoting professional development and work-life balance

Find the coaching moments for skills

Involvement in decision making (Shared governance?)

Data-Driven staffing skill mix is essential to ensure competency in unit*

Work that is fulfilling, valued, and fun

Managers that “get it”

Frontline Managers

Business skills are often lacking

Leadership skills are often undeveloped

Value-based environment where costs need to be reduced (or controlled), while increasing quality

Often have 60+ FTE's with a budget of \$5-25 million

Staffing demands attempting to assure nurse engagement and competency

How do we improve the workplace?

Measuring and validating level of practice and focusing on improvements that assure working to top of licensure

Learning about and implementing the 4 elements of the professional role:

Leadership

Communication

Decision-Making

Execution

What do we need to know?

Multiple opportunities abound through valid metrics and nurse involvement

Metrics are required in order to measure role competency and target the specific needs of the work force

Involvement of staff in their own analysis and development

Opportunity to have staffing matrix with a mix of staff at different development stages

Areas of need must be clearly specified

Professional development should be organizationally based

What's next?

The magic of effective on-boarding geared to individual needs and team development

The assessment of each RN to define specific needs and appropriate interventions

The development of continuous improvement through metrics and immediate feedback

The opportunity to improve performance, productivity, and individual growth

Professional growth, developmental opportunities, and role clarity increase nurse engagement, patient satisfaction, and reduce errors.

The Bottom Line

Evaluate
Educate
Empower
Engage

References

1. GE Healthcare, Camden Group Top Healthcare Trends for 2016, Jan 2016
2. Sherman , Rose Blog for Emerging Leaders , Nurse Leader Priorities for 2016, 2016-01-18 , 01:00:36-05
3. Karlene Kerfoot, UNC Executive Business Education Whitepaper 8/20/2015. Measures, Key to Retaining Nurses