

healthleaders CELEBRATES
NURSING WEEK

MOVING FORWARD: THE EVOLVING FACE OF NURSING



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What are the top two challenges nurse leaders face when trying to implement a practice redesign?

The primary nurse model is no longer working in many healthcare organizations due to a lack of an adequate number of competent nurses at the bedside. This is leading many organizations to implement a practice redesign to a team model of care. The two top challenges leaders face when trying to implement a practice redesign are making sure the solution fits the organizational needs and culture and secondly, implementing a successful change management strategy.

Healthcare leaders need to develop a comprehensive understanding of the issues. This entails working with those responsible for ensuring safe staffing and with the staff delivering patient care. We know that people inherently resist change and prefer to stay with the status quo. When nurses are exhausted and disenchanted with the system, they are less likely to accept change. The key to successful practice redesign is engaging the key stakeholders (including direct care and professional development staff, nurse managers, and scheduling staffing professionals) and then empowering them to work together to develop new solutions and ways to implement the recommended practice changes. It is important to identify, and invest time and energy, in people who want to be positive change agents. The naysayers will often get on board with a solution once they see momentum for change from their colleagues and evidence that the change is improving practice, morale, and patient outcomes.

What resources does your company offer nurse leaders as they navigate a changing healthcare environment?

Wolters Kluwer Health understands the issues facing healthcare organizations today. Wolters Kluwer has developed evidenced-based solutions that address healthcare challenges and pain points for bedside nurses, those involved in research and quality improvement, and for faculty educating the next generation.

Lippincott® Solutions supports nurses at the bedside with evidence-based procedures and clinical decision support, and their novice to expert career journey, across a multitude of nursing specialties, through Lippincott Professional Development courses and Lippincott Journal Continuing Education. For nurses looking to become certified in their practice specialty, Lippincott Certification Review offers test preparation and remediation. Lippincott Blended Learning courses help to transition new graduate nurses into practice ready nurses.

Nurses involved in original research, evidence-based practice, and quality improvement will find the latest research and tools in *Ovid* to translate the evidence into practice.



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Wolters Kluwer nursing practice and education books and digital solutions support faculty and students from their first day of nursing school through graduation and the NCLEX exam. Wolters Kluwer provides evidence-based information and solutions when, where, and how nurses and other healthcare professionals need it.

What care model and practice redesign trends do you anticipate seeing over the next year?

Our biggest problem in healthcare today is an inadequate number of competent nurses at the bedside and in leadership positions. Over the past 3 years, experienced nurses either retired or moved to roles away from the bedside. We're now experiencing a migration of nurses with 1 to 10 years of experience leaving the bedside for other roles or leaving the profession all together. The number of nurses leaving the bedside to enter advanced practice has grown; this is good for the nursing profession but, it creates vacancies at the bedside. Nursing faculty are retiring, there are an inadequate number of clinical sites and resources to train new nurses and the graduating nurses are less practice ready than ever before. The experience complexity gap will continue to widen. Healthcare organizations will be challenged with providing and leading equitable healthcare for their communities.

Going forward, we'll see more healthcare organizations implementing the team model of care where an experienced nurse oversees the care being provided by novice nurses and support personnel. Staffing solutions will need to consider the competency of nursing personnel and patient acuity in addition to nurse/patient ratios. Transition to practice programs that address new nurse practice readiness with nurse residency programs will be needed. Academia and practice will need to collaborate to find equitable solutions that address the experience complexity gap and equitable healthcare. Healthcare organizations will need to invest in retention as much as they invest in recruitment by providing professional development opportunities, career mobility and flexible scheduling and benefit options.

The bottom line is healthcare organizations and academia will need to evolve to address the changing landscape of healthcare. That means supporting innovation and collaboration between the interdisciplinary healthcare practice and education teams. ■