

**Engaging and Equipping Front Line CRNAs to
Solve Clinical Problems and Implement
Evidence Based Practices**

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1

1

Objectives

- The professional advancement model for advanced practice nurses
 - Examples of qualifying scholarly work, mentorship, and evidence based project implementation will be discussed.
- Analysis of data collection including the Misener APRN job satisfaction survey tool
- Barriers to implementation, program sustainability, and opportunities for improvement

2

2

Conflict of Interest

- Nothing to disclose



3

Outline

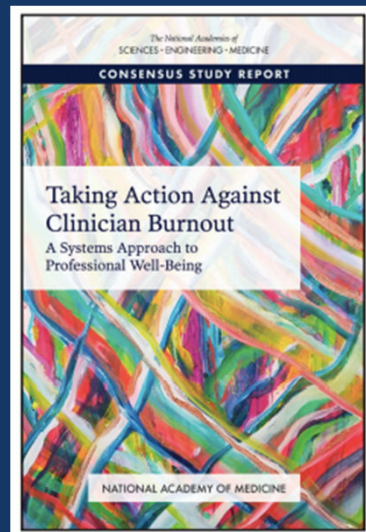
- **Why a clinical ladder?**
 - Why at Nemours?
- Review of literature
- Data collection
- Ladder development
- Implementation
- Results
- One CRNA's story
- Barriers and benefits

4

National Academy of Medicine Clinical Well Being Study

- Create positive work environments
- Create positive learning environments
- Reduce administrative burden
- Enable technology solutions
- Provide support to clinicians and learners
- Invest in research

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5

Future of Nursing Report IOM – 4 key messages

- Nurses should practice to the full extent of their education and training
- Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression
- Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States
- Effective workforce planning and policy making require better data collection and an improved information infrastructure

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Institute of Medicine. (2010). *The future of nursing: Leading change, advancing health*. Retrieved from <http://www.nacns.org/docs/toolkit/5-IOM-Report.pdf>

6

6

Outline

- Why a clinical ladder?
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7

CRNAs at Nemours

- Hospital employee
- Magnet designation
- 100% medical
- 3 doctorally prepared, 2 pursuing, several considering

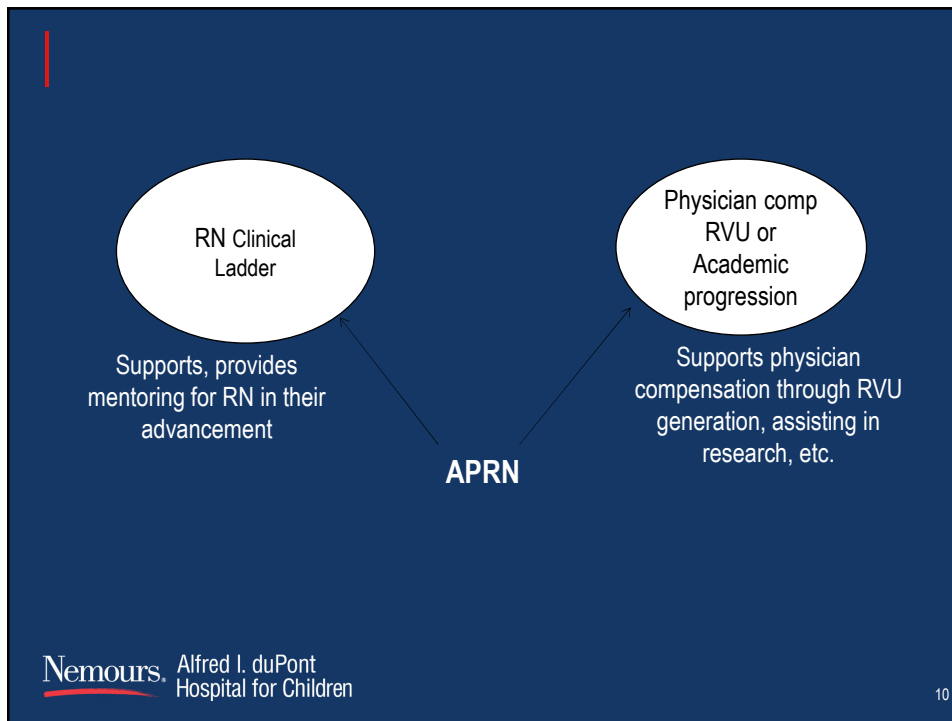


8

APRN team at Nemours

- Some are 100% nursing
 - Pain APRN
 - Sedation APRNs
 - Preop APRNs
 - Clinical Nurse Specialists
- Some are 100% medical
 - CRNAs
 - NICU NPs
 - Cardiac NPs
- Some are 85% practice; 15% nursing
 - Pediatric NPs
 - Neurology
 - Orthopedics
 - Pulmonary
 - ED
 - Etc.

9



10

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11

Review of Literature

- Drenkard, K., Swartwout, E. (2005). Effectiveness of a clinical ladder program. *Journal of nursing administration*, 35, 11, 502-506.

12

Review of Literature

- Paplanus, L.M., Bartley-Daniele, P., Mitra, K. S. (2014). Knowledge translation: A nurse practitioner clinical ladder advancement program in a university-affiliated, integrated medical center. *Journal of the American Association of Nurse Practitioners*, 26, 424-437.

13

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- McComiskey, C., Simone, S., Schofield, D., McQuillan, K., Andersen, B., Johannes, S., Weichold. (2018). Professional advancement for advanced practice clinicians. *The Journal for Nurse Practitioners*, 14, 1, 12-17.

14

Review of Literature

- Evans, A., Loera, K., Harris, D., Carson, S., Boutros, L., Okuhara, C. (2019). Development, implementation, and satisfaction with a nurse practitioner professional ladder: a children's hospital experience. *Journal of Pediatric Health Care*, 33, 1, 111-116.

15

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16

Misener Nurse Practitioner Job Satisfaction Scale

Journal of Nursing Measurement, Vol. 9, No. 1, 2002
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Development of the Misener Nurse Practitioner Job Satisfaction Scale

Terry R. Misener, RN, PhD, FAAN
DeAnna L. Cox, MN, RN, CS

- **44 item Likert scale survey**
 - Very satisfied → very dissatisfied
- **6 factors correlated with satisfaction:**
 - Intra-practice partnership/collegiality
 - Challenge/autonomy
 - Professional, social, community, interaction
 - Professional growth
 - Time
 - Benefits
- **150 APRNs - 67 participants – 45% response rate**

Misener, T. R., Cox, D. L., (2001). Development of the Misener Nurse Practitioner Job Satisfaction Scale. *Journal of Nursing Measurement, 9, 1, 92-108.*

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17

17

Misener Nurse Practitioner Job Satisfaction Scale ©

Instructions:

The following is a list of items known to have varying levels of satisfaction among NPs. There may be items that do not pertain to you, however please answer if you are able to assess your satisfaction with the item based on the employer's policy, i.e., if you needed it would it be done?

HOW SATISFIED ARE YOU IN YOUR CURRENT JOB AS A NURSE PRACTITIONER WITH RESPECT TO THE FOLLOWING FACTORS?

V.S. = Very Satisfied
S. = Satisfied
M.S. = Minimally Satisfied

M.D. = Minimally Dissatisfied
D. = Dissatisfied
V.D. = Very Dissatisfied

	V.S.	S.	M.S.	M.D.	D.	V.D.
1. Vacation leave policy	6	5	4	3	2	1
2. Hourly pay rate	6	5	4	3	2	1
3. Retirement plan	6	5	4	3	2	1
4. Time allotted for continuing education	6	5	4	3	2	1
5. Time allotted for review of lab and other test results	6	5	4	3	2	1
6. Your immediate supervisor	6	5	4	3	2	1
7. Percentage of time spent in direct patient care	6	5	4	3	2	1
8. Time allotted for seeing patients	6	5	4	3	2	1
9. Amount of administrative support	6	5	4	3	2	1
10. Quality of administrative personnel	6	5	4	3	2	1
11. Patient scheduling policies and practices	6	5	4	3	2	1
12. Patient mix	6	5	4	3	2	1
13. Sense of accomplishment	6	5	4	3	2	1
14. Social contact at work	6	5	4	3	2	1
15. Hours in the community	6	5	4	3	2	1
16. Social contact with your colleagues after work	6	5	4	3	2	1
17. Professional connection with other disciplines	6	5	4	3	2	1

HOW SATISFIED ARE YOU IN YOUR CURRENT JOB AS A NURSE PRACTITIONER WITH:

V.S. = Very Satisfied
S. = Satisfied
M.S. = Minimally Satisfied

M.D. = Minimally Dissatisfied
D. = Dissatisfied
V.D. = Very Dissatisfied

	V.S.	S.	M.S.	M.D.	D.	V.D.
18. Support for continuing education (time and \$)	6	5	4	3	2	1
19. Opportunity for professional growth	6	5	4	3	2	1
20. Time off to serve as professional consultant	6	5	4	3	2	1
21. Amount of involvement in research	6	5	4	3	2	1
22. Opportunity to expand your scope of practice	6	5	4	3	2	1
23. Interaction with other NPs including faculty	6	5	4	3	2	1
24. Consideration given to your opinion and suggestions for change in the work setting or office practice	6	5	4	3	2	1
25. Input in organizational policy	6	5	4	3	2	1
26. Freedom to practice medicine and practice	6	5	4	3	2	1
27. Expanding skill level/practice within your scope of practice	6	5	4	3	2	1
28. Ability to deliver quality care	6	5	4	3	2	1
29. Organization respect your scope of practice and time to work without interruption	6	5	4	3	2	1
30. Recognition for your work from superiors	6	5	4	3	2	1
31. Recognition for your work from peers	6	5	4	3	2	1
32. Level of autonomy	6	5	4	3	2	1
33. Evaluation process and policy	6	5	4	3	2	1
34. Reward distribution	6	5	4	3	2	1
35. Sense of value for what you do	6	5	4	3	2	1
36. Challenge to work	6	5	4	3	2	1
37. Opportunity to develop and implement ideas	6	5	4	3	2	1
38. Process used in conflict resolution	6	5	4	3	2	1
39. Amount of consideration given to your personal needs	6	5	4	3	2	1
40. Flexibility in practice protocols	6	5	4	3	2	1
41. Monetary bonus that are available in addition to your salary	6	5	4	3	2	1
42. Opportunity to receive compensation for services performed outside of your normal duties	6	5	4	3	2	1
43. Respect for your opinion	6	5	4	3	2	1
44. Acceptance and attention of physicians needs of your practice (such as specialist you refer patients to)	6	5	4	3	2	1

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Misener, T. R., Cox, D. L., (2001). Development of the Misener Nurse Practitioner Job Satisfaction Scale. *Journal of Nursing Measurement, 9, 1, 92-108.*

18

18

Our Data

- What are we doing well?
 - Mean >5
- Where are our opportunities for improvement?
 - Mean <4

19

What are we doing well? Mean > 5 How satisfied are you with:

6. Your immediate supervisor	5.3
12. Patient mix	5.2
28. Ability to deliver quality care	5.1
32. Level of autonomy	5
36. Challenge in work	5.2

20

Opportunities - Mean < 4
How satisfied are you with:

18. Support for continuing education (time and \$\$)	3.9
20. Time off to serve on professional committees	3.6
21. Amount of involvement in research	3.8
25. Input into organizational policy	3.8

Opportunities - Mean < 4
How satisfied are you with:

34. Reward distribution	3.7
41. Monetary bonuses that are available for services performed outside of your normal duties	3.1
42. Opportunity to receive compensation for services performed outside of your normal duties	3.2

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23

Development of the ladder

- Committee
 - Director of APRNs
 - Director of Nursing Research
 - Clinical Nurse Specialist
 - CRNA
 - Pediatric Orthopedic NP
 - Endocrine NP

24

	Level II	Level III	Level IV
Years of clinical experience	2 years Clinical Practice	5 years Clinical Practice	7 years Clinical Practice
Education	MSN	MSN	Terminal Nursing Degree Ph.D/DNP
Scholarly work <i>Graded by level</i> <i>Provides two examples</i>	<ul style="list-style-type: none"> Institutional Lecture Poster Presentation (local, regional, national, international) Podium Presentation (Local, regional, national, international) Publication in Peer Review Journal Academic Guest Lecture in undergraduate/graduate program Primary faculty undergraduate/graduate class 	<ul style="list-style-type: none"> Poster Presentation (local, regional, national, international) Podium Presentation (Local, regional, national, international) Publication in Peer Review Journal Academic Guest Lecture in undergraduate/graduate program Primary faculty undergraduate/graduate class 	<ul style="list-style-type: none"> Podium Presentation (Local, regional, national, international) Publication in Peer Review Journal Academic Guest Lecture in undergraduate/graduate program Primary faculty undergraduate/graduate class Attainment of non-Nursing graduate degree
Professional Organizational Involvement	Provide Evidence of: <ul style="list-style-type: none"> Local/national membership in professional organization Leadership in local/national professional organization 	Provide Evidence of: <ul style="list-style-type: none"> Local/national membership in professional organization Leadership in local/national professional organization 	Provide Evidence of: <ul style="list-style-type: none"> Local/national membership in professional organization Leadership in local/national professional organization
Precepting and Mentorship <i>Graded by level</i> <i>*CRS Alternative provided below</i>	Provide Evidence of: <ul style="list-style-type: none"> Preceptor for APRN student/ NP fellow for one semester of the previous academic year 	Provide Evidence of: <ul style="list-style-type: none"> Preceptor for APRN student/ NP fellow for two semesters of the previous academic year or serve as mentor for new APRN 	Provide Evidence of: <ul style="list-style-type: none"> Preceptor for APRN student/ NP fellow for two semesters of the previous academic year or serve as mentor for new APRN
Clinical Practice/Research Activities <i>Clinical practice + one additional criteria</i> <i>Graded by level</i>	<ul style="list-style-type: none"> ≥20 hours clinical/leadership/research per week Provides evidence of current work in implementing evidence based practice in clinical area <u>ac</u> Provides evidence of mentoring RN/APRN in evidence based project 	<ul style="list-style-type: none"> ≥20 hours clinical/leadership/research per week Executes evidence based or quality improvement project Provides evidence of mentoring RN/APRN in evidence based project 	<ul style="list-style-type: none"> ≥20 hours clinical/leadership/research per week Executes evidence based, quality improvement project, or original research project Provides evidence of mentoring RN/APRN in evidence based project
Community Service	<ul style="list-style-type: none"> Provides evidence of VTO time used in the prior 12 months <u>ac</u> Attends Nemours sponsored community outreach event 	<ul style="list-style-type: none"> Provides evidence of VTO time used in the prior 12 months <u>ac</u> Attends Nemours sponsored community outreach event 	<ul style="list-style-type: none"> Provides evidence of mentoring Ph.D/DNP student Provides evidence of VTO time used in the prior 12 months <u>ac</u> Attends Nemours sponsored community outreach event

Review the various categories

Clinical experience/education

Scholarly work

Evidence based practice/project implementation

Clinical experience/education

- Level II
 - 2 years/MSN
- Level III
 - 5 years/MSN
- Level IV
 - 7 years/Ph.D./DNP

27

Scholarly work

- Level II
 - Institutional lecture
 - Poster presentation
 - Podium presentation
 - Publication
 - Academic guest lecture
 - Primary faculty of undergrad/grad course
- Level III/ IV
 - Poster presentation
 - Podium presentation
 - Publication
 - Academic guest lecture
 - Primary faculty of undergrad/grad course

28

Precepting and mentoring

- CNS/NPs – semester long mentorships
 - One semester for level II
 - Two semesters for level III
- CRNAs – hours of SRNA precepting
 - 90 for level II
 - 120 for level III and IV

29

Evidence based project implementation

- Level II
 - Provides evidence of current work in implementing evidence based practices in clinical area
 - Mentoring RN/APRN in evidence based project
- Level III/IV
 - Executes evidence based, quality improvement project, original research project
 - Mentoring RN/APRN in evidence based project

30

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31

Implementation



32

Compensation

- Annual bonus (prorated by FTE)
 - Level II - \$4600
 - Level III - \$5750
 - Level IV - \$6700

33

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34

Results: Organization wide – all APRNs

2018

- 37 approved – 25%
- 39 applicants
- II – 14
- III – 19
- IV - 4

2019

- 45 approved – 30%
- 49 applicants
 - 16 new
 - 6 did not reapply
- II – 20
- III – 21
- IV - 4

COVID related issues 2020

- Time off during shut down utilized by many to get the non-clinical work done
- Student presence greatly restricted – hour requirement reduced
- Permission granted by administration to allow 2020 work to be applicable to 2021 application
- 2021 and beyond – bonus will be granted only if organization meets budget

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37

Example from the CRNA team

- Kim Russo, CRNA
- Applied as level II 1st year
- Progressed to level III the 2nd year
- Current pursuing DNP for level IV



38

Kim's level II application 2018

- Scholarly work
 - APRN fellowship presentation
 - Journal club at Deptford ASC
- Mentoring
- Executed an evidence based project
 - Initiated outside OR airway management protocol/data collection
- Community service – pillow for homeless project



Kim's level III application 2019

- Scholarly work
 - Liver transplant presentation in Jamaica (also community service)
 - Critical Events Checklist presentation at St. Christopher's with sign in sheets
 - Presentation at respiratory conference
- Mentoring
 - >360 hours of Precepting SRNAs
- Executed an evidence based project
 - Emergency room/respiratory therapy out of OR airway management project
- **Level IV application upon graduation from DNP program**



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41

Barriers to implementation and Opportunities for improvement

- Following the script was not for everyone
 - Mentoring not possible in some settings
 - Closure of CNS program → CNS unable to mentor
 - Heavy commitment to research made presenting a challenge
- APRN supervisors NOT eligible
 - Supporting their teams was difficult

42

Barriers to implementation and Opportunities for improvement

- Requirement for some administrative support – gifted to us by the executive team
- Technological support – glitches around electronic submission
- Role transitions of project leaders and committee members
- Organizationally create structure around script
- Stronger support from Director of Nursing Research

43

Benefits from ladder development

- Engagement in project development and implementation
 - Front line clinicians solving clinical problems
- Increased interest/willingness to mentor learners
- Research agendas moved forward
- Development of an APRN evidence based fellowship
 - Assistance with IRB submission
- APRNs presenting throughout the organization
 - APRN lecture series
 - Grand Rounds

44

Thank you for your time!!

Leslie Jackson, DNP, CRNA

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45

45

References

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46

46