Objectives

1. Describe the potential impact mental health staff nurses can have on changing models of in-patient care.

2. Analyze inpatient clinical settings for opportunities to articulate mental health nursing practice.

3. Design at least one strategy for engaging staff nurses on inpatient units in the organizational change process.

Butler Hospital

Founded in 1844 as Rhode Island’s first exclusively mental health hospital.

It is a private, non-profit, psychiatric and substance abuse hospital for adolescents, adults, and seniors, located in Providence, Rhode Island.

The hospital is affiliated with the Warren Alpert Medical School of Brown University, and is the seat for the department of psychiatry.

Schools of Nursing holding clinical rotations at Butler include:
- CCRI
- RIC
- URI
- Salve Regina
- The New England Institute of Technology

The census is set at 144 (runs upward to 164)

There are 8 inpatient units:
- Adolescents
- Geriatric
- Substance Use
- Intensive Treatment (2)
- General Adult (3)

In addition other students include:
- Occupational Therapy
- Social Work
- Psychology
There are approximately 170 Registered Nurses. Many have Associate Degrees, almost half have Baccalaureate Degrees. Managers and Directors are expected to have Master Degrees. There is one PhD nurse. There are five advanced practice nurses.

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Changing Care Models

- Remember when...
  - Longer term care
  - Milieu Therapy
  - Therapeutic alliance
  - Psychotherapy
  - Group therapy
  - Family meetings

- Consider now...
  - Short stay
  - Therapeutic milieu
  - Safety focus
  - "Contact Person"
  - Activity Groups
  - Managed Care
  - HIPPA

Medical Model

"A more genuinely medical model uses understanding of normal function to categorize pathologies. The broader medical model also recognizes syndromes defined by failures of functional systems or failures of feedback control" (2012 Ness and Stein)

Recovery Model

"A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential"

SAMHSA's definition of Recovery from Mental Disorders and Substance Use Disorders (2011)
http://www.samhsa.gov/newsroom/advisories/111223420.aspx

Consider...

- Medical Model
  - Disease oriented
  - Patient passive/doctor active
- Recovery Model
  - Chronic illness
  - Patient and family focused
Recovery Model

“A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential”

SAMHSA's definition of Recovery from Mental Disorders and Substance Use Disorders (2011)
http://www.samhsa.gov/newsroom/advisories/1112223420.aspx

Changes?

1986 : Nix and Dillon stated:
"Psychiatric nurses have found traditional models of practice challenged by shortened lengths of stay and need for more efficient assessment and treatment. Short-term nursing therapy draws on the principles of crisis intervention and brief psychotherapy”


Changes?

2011 : Glick, Sharfstein and Schwartz
"Focus on ensuring safety leads to overemphasize biological aspects of care (too often psychopharmacology) to reduce aggressive behavior.

Glick, Sharfstein and Schwartz go on to call for:
"[new models of care] call for specialized nurses, analogous to operating room nurses, who are experienced in acute care, safety and the procedures for achieving (patient care) objectives: psychopharmacology processes, managing and treating co-morbid factors, addressing intra psychic life, adhering to recovery principles and providing psycho-education”

Critical Question

What do psychiatric nurses do?
How do they do it?
What is the impact on patient outcomes?

All Nursing Schools.com
http://www.allnursingschools.com/nursing-careers/career/psychiatric-nurse

- The Basics
  - What you’ll do: Work with individuals and families who have psychiatric problems and disorders, such as depression, schizophrenia, bipolar disorder, psychosis or dementia. In this role you’ll perform the following tasks:
    - Assess mental health needs
    - Develop nursing care plans
    - Help patients regain or improve their coping abilities
    - Manage the therapeutic environment
    - Assist patients with self-care activities
    - Administer and monitor treatment regimens
    - Crisis intervention and counseling
  - Where you’ll work: Hospitals, outpatient facilities, health departments, mental health agencies and long-term care centers
What Inpatient Psychiatric Nurses Really Do?

- Mitigate safety risks
- Protect patients from their symptoms
- Medicate
- Provide structure
- Manage the environment
- Comfort
- De-escalate
- Re-direct
- Motivate
- Communicate
- Co-ordinate
- OTHER____________________

Critical Questions.....

- What does the staff nurse do on an inpatient psychiatric setting?

Critical Questions.....

- How is this different from what the physicians and social workers do?

Nurses Role?

- Medical Model
  - Carrying out medical treatment (medication, behavioral plans etc)
  - Psycho-education
  - Observation and reporting

- Recovery Model
  - Working with patient to carry out treatment plans
  - Psycho-education
  - Building hope
  - Identifying patient motivation

Small group Discussion

Nursing Role

A number of quality measures intersected at the same time:

1. The increasing census, along with the increased number of medications began to stress the "role division of med nurse/charge nurse" resulting in some medication errors and system issues

2. A desire to evaluate the hospital's readiness for magnet or possibly a pathway to excellence application (ANCC)
Outcome

Model of nursing practice needed to be altered. Strategies for increasing self-governance model needed to be identified.

This required a culture change and in order for the culture to change staff nurses needed to be involved and engaged in the process.

What is the Evidence?

Evidence Based Practice (EBP) or Practice Based Evidence (PBE)

Throughout the literature it is difficult to find researched evidence focused on what inpatient nurses actually do during a shift.

Identifying Practice Based Evidence

1. Use real-world practices as laboratories for developing effective treatments
2. Revive quality improvement as an academic discipline since QI projects are perfect models for PBE
3. Use online technologies to the fullest -- for collecting effectiveness data; training providers; educating patients; and for testing, monitoring, and rewarding effectiveness
4. Develop modular treatments that can be incorporated into existing practices.

Marrying the practice to the evidence

1. Clearly articulate nursing practices that has had successful outcome
2. Verify practice across patient situations (content expert) then monitor and/or observe for frequency and consistency of outcome
3. Review the literature to find supporting data
4. Articulate the practice in relationship to the data
5. Write it down... Re-verify... Edit and edit again.

Follow-up

1. Follow up with nurses to reinforcement their impact on the environment
2. Empowerment stimulates engagement
3. Celebrate and Encourage
4. Distribute material, use the material, and follow up. follow up and follow up again.

Birth of the Nursing Quality Council
Quality Council

Membership
Structure
Meeting process
Outcomes

The Binder....

The Book

Guiding the Process

1. Primary writers were recruited
2. Content experts were identified
3. Writers were oriented to working with content experts
4. A DVD was made and distributed to all writers as a follow up
5. An outline was created along with a time line
6. The editors met weekly, divided up work and followed up.

YOUR TURN

Designing Strategy

Designing Strategies - Small group work
Identifying Practice Based Evidence

1. Identify a problem
2. Carry out a progressive brainstorming exercise
3. Select three “common practices”
4. Determine a plan for validation, articulation, distribution of information
5. Present to the larger group

Workshop Worksheet

Identify at least one area of nursing practice [in an inpatient setting] that is significantly influenced by the way the nurses do their work.

1. What do you know about potential outcomes?
2. How can you find out more?
3. How can you validate what you find out?
4. What can you do with the information?
Workshop Worksheet

1. Who are the stakeholders?
2. Describe investment the stakeholders have?
3. What forums are already in place to give nurses voice?
4. What additional forums might nurses become engaged in?

Write a proposal

1. Know your audience
2. Clearly articulate the issue
3. Describe the potential benefits & drawbacks
4. Identify the costs associated with the change process
5. Discuss any risks associated with the project
6. Keep it brief, keep it clear
7. Have someone else review

Building support

Obtain administrative support:
- Develop an advisory council include nay sayers
- Work with a mentor
- Marry it to the mission & quality
- Test the waters: Pilot it, and then evaluate the pilot

Feedback

Presentations & Reaction

Conclusion

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