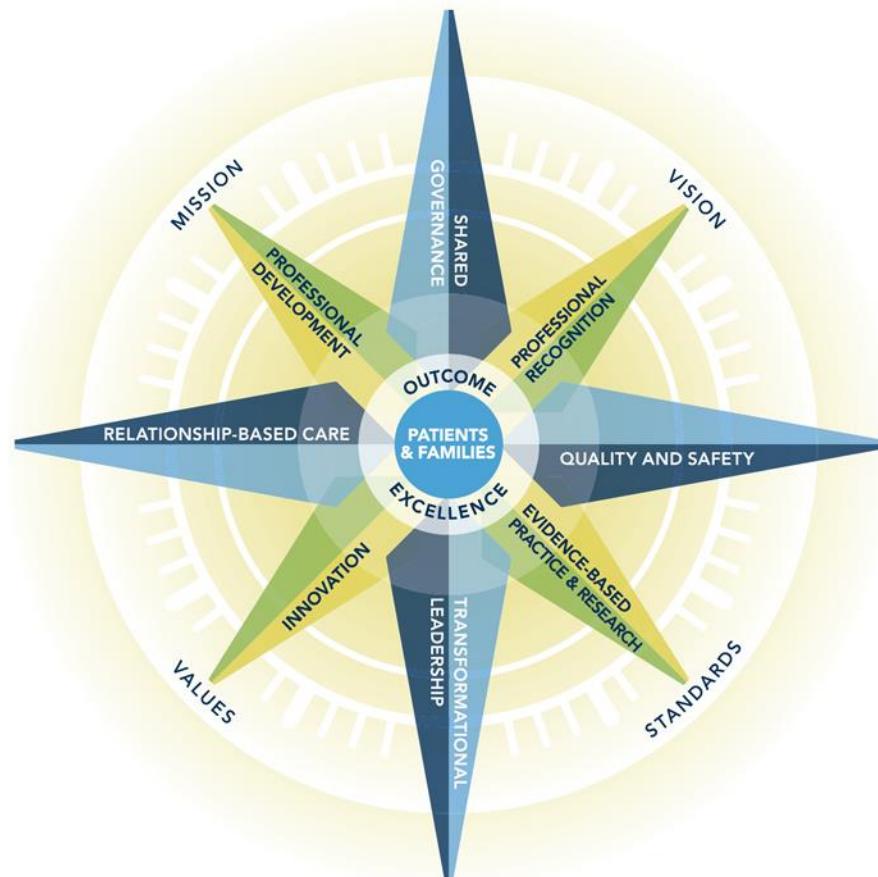


NURSING PROFESSIONAL PRACTICE MODEL



Achieving Excellence in a Patient-First Environment



Reading Hospital Nursing

PHILOSOPHICAL AND THEORETICAL FRAMEWORK for NURSING PRACTICE

Care is the core focus of nursing beliefs and practice. As such, the framework for the practice of nursing at Reading Hospital encompasses the caring theories of Watson (*Watson's Theory of Human Caring*) and Swanson (*Swanson's Theory of Five Caring Processes*).

1. Caring Process 1 - Maintaining Belief

- We believe that nursing practice supports individuals to advance their health and to transform their lives, which is congruent with the health system's mission.
- We believe that nursing care encompasses care of patients, families, communities, colleagues, and self.
- We believe that every individual has the right to be treated with dignity and respect.
- We believe that patients are active participants in their care and are recognized as members of the interdisciplinary care team.

2. Caring Process 2 - Knowing

- We believe that nursing care, treatment and services should be individualized to the unique needs of each patient and that patient concerns and goals are recognized and incorporated into the plan of care.
- We believe that a spirit of inquiry fosters nursing professional and clinical excellence.

3. Caring Process 3 - Being There

- We believe that optimal healing is achieved through a therapeutic nurse-patient relationship in which caring is intentional and mindfulness presence is practiced.
- We believe that every interaction is an opportunity to create a caring moment.

4. Caring Process 4 - Doing For

- We believe that nursing care is relationship-based, evidence-based, innovative, and continually improved.
- We believe that patients have a right to competent, compassionate nursing care.
- We believe that nurses partner with patients to restore and promote optimal health.

5. Caring Process 5 - Enabling, Informing

- We believe that nurses are advocates for patients who facilitate the patient's transition through the continuum of health restoration and care delivery.
- We believe that nurses engage patients in making informed care decisions by providing health education and timely information and communication.
- We believe that nurses are transformational leaders who are engaged in shared decision-making, recognized for their contributions, and supported in their professional development.

NURSING VISION: ACHIEVING EXCELLENCE IN A PATIENT FIRST ENVIRONMENT

Nursing excellence and patient first environment are defined by the ANCC Magnet Model, the gold standard for nursing excellence. The Magnet Model components are standards of excellence that have been incorporated into our professional practice model. They are transformational leadership of nurses at all levels; empowerment of nurses through shared governance, professional development, and recognition; exemplary professional practice, in which care delivery is patient centered and nurses have autonomy and accountability; new knowledge and innovation that improves practice, and empirical outcomes that outperform national mean or median benchmarks.

THE MODEL FOR PROFESSIONAL NURSING PRACTICE: TRUE NORTH

The Professional Practice Model defines nursing practice and guides care delivery at Reading Hospital. It is the result of collaboration of nurses at all levels and in all departments where nursing is practiced. The components of the model are what constitute professional practice, no matter the setting or the specialty in which we work. It is congruent with our organization's mission, vision, values, and Reading Experience standards. It directs the achievement of our nursing vision.

The North Star Compass

As the north star and a compass guide the direction of one's journey, the Reading Hospital True North guides the advancement of nursing practice and the ongoing transformation of patient care.

Patients and families are at the center

surrounded by *outcome excellence* because these are nursing's core purpose.

The compass directional points are the components of nursing practice at Reading Hospital—no matter our clinical specialty or area of practice.

Nursing care is . . .

Relationship-based

Quality and Safety focused

Evidence-based

And Innovative

Nurses are . . .

engaged in *Shared Governance* and shared decision making

recognized through the *Career Advancement Program*

supported in their *Professional Development*

Nurses at all levels are *Transformational Leaders* who continuously improve patient care and practice.

Components of Professional Nursing Practice

Shared Governance

Through shared governance nurses are engaged and involved in effective decision-making to improve outcomes related to patient care and nursing practice. Clinical nurses are members of shared governance councils and teams at the organizational, divisional and unit level. Nursing care units have a minimum of one formal council that is comprised of at least 20% of clinical staff. All nursing staff has a voice in shared governance through council representatives and the communication tree, staff meetings, and unit learning/idea boards. Organizational Nursing Coordinating Council has oversight for coordination of shared governance activities, evaluation of shared governance effectiveness, and continuous improvement of shared governance processes.

(Reading Hospital Nursing Shared Governance By-Laws)

Relationship Based Care

Nursing care delivery focuses on assuring continuity of care, establishing a therapeutic relationship between the patient and a primary nurse, and strengthening care of self and colleagues. Practice is collaborative and patient-centered. Nurses create a caring and healing environment for patients and role model the commitments to co-workers. Development, implementation, and ongoing evaluation and improvement of relationship based care is based on the Reading Hospital RBC principles and coordinated by the RBC Implementation Leadership Team and Organizational Nursing Coordinating Council. Each unit develops, implements, and continuously evaluates and improves its Relationship Based Care Delivery System. The organizational RBC overview provides a detailed description of framework for care delivery and includes the template for the unit RBC Delivery system.

(Reading Hospital Nursing Care Delivery System: Relationship Based Care Overview)

Quality and Safety

Outcome measurement, benchmarking, and continuous quality improvement are hallmarks of nursing practice. Nurses identify quality indicators and participate in data collection and quality improvement activities to outperform national benchmarks. Nurses contribute to improving organizational quality and safety outcomes through interprofessional collaboration. The Nursing Quality and Safety Improvement Plan, which is aligned with the Reading Hospital QI Plan, details nursing quality indicators, outcome goals, data collection, benchmarking and improvement processes. Nursing quality improvement is coordinated by the Clinical Nurse Specialists (CNS), Organizational Nursing Quality Council, and CNS-led NQI resource nurse teams.

(Reading Hospital Nursing Quality and Safety Plan)

Career Advancement Program (CAP), Peer Review, and Nursing Recognition

Nurses' contribution to organizational, nursing, and unit outcomes are recognized through the Nursing Career Advancement Program. Nurses maintain a professional portfolio that documents clinical level eligibility requirements and professional accomplishments. Nurses participate in peer review and self-appraisal as fundamental components of both CAP and the performance appraisal process. The Organizational CAP Board has oversight for administration of the career

advancement program. Nurses are also recognized for contributions through the Nursing Excellence Awards program and Reading Experience recognition initiatives.

(Reading Hospital Nursing Career Advancement Program Guidelines; Nursing Excellence Awards Program)

Professional Development

Nurses are supported to pursue continuing education, specialty certification, and academic advancement. Nurses create learning environments in which clinical inquiry is valued, appreciative inquiry is encouraged, and professional growth is expected. Nurses foster the professional development of colleagues and students through both formal and informal teaching activities that include precepting, mentoring, and course instruction. Nursing professional development is supported by the core educators in the Nursing Department of Professional Development and by divisional clinical practice educators and clinical nurse specialists.

(Reading Hospital Nursing Professional Development Overview)

EBP and Research

Nurses base practice on best evidence and contribute to the generation of new knowledge through nursing research. Nurses use the ACE Star Model of Knowledge Transformation as the framework for EBP. Nurses are supported in advancing evidence based nursing practice through the EBP internship and clinical librarian and library database resources. Nurses are supported in EBP and research activities by the Director of Nursing Research and the Organizational Nursing Research Council.

(Reading Hospital Nursing EBP and Nursing Research Tool Kits)

Innovation

Nurses are actively engaged in exploring new innovations and technologies to advance practice and improve care delivery. Clinical nurses are involved in selection, design, implementation, evaluation, and optimization of technologies. The Organizational Nursing Practice Council provides oversight for nursing innovation and technology. The “Learning Board” is a nursing innovation strategy implemented at the organization and unit level; clinical nursing staff ideas and recommendations for improving care, patient experience, workplace, and practice are captured and assigned to an individual or team to explore and implement as appropriate.

Transformational Leadership

Nurses in every role and setting role-model professionalism, advocate for patients, and transform nursing care to meet the current and future needs of patients in a dynamic healthcare environment. The Nursing Leadership Development Team coordinates leadership development activities, needs assessment, and the development, implementation and evaluation of a leadership development curriculum.

(Reading Hospital Nursing Leadership Development Plan)

Reading Health System

The Reading Experience

The Reading Hospital Nursing Professional Practice Model is aligned with Reading Health System Mission, Vision, Values, and Standards – which surround the components of nursing practice on the *True North* model. These guide the work of all health system employees, including Reading Hospital nurses.

Mission

Reading Health System is committed to providing compassionate, accessible, high quality, cost effective healthcare to the community without distinction as to race, color, age, creed, handicap, sex, national origin, or economic status; to promote health; to educate healthcare professionals and the public; and to participate in appropriate clinical research.

Core Values

Advancement

We're committed to setting ambitious goals to move healthcare and our communities forward

Inclusiveness

Everyone working together collaboratively

Respect

In our regard for, and actions toward, our communities, patients, and each other

Responsibility

Acting in honest, forthright, and fiscally responsible ways

Vision

Reading Health System will be an innovative, leading regional health system dedicated to advancing the health and transforming the lives of the people we serve through excellent clinical quality; accessible, patient-centered, caring service; and unmatched physician and employee commitment

Standards

Create a lasting impression

Create a healing, caring and respectful environment

Make a difference

Be Responsive: NO PASS ZONE

Communicate effectively with AIDET

Use HEART for Service Recovery

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