

Nursing's Leadership Role in Addressing the Quadruple Aim

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Attendees included (front row, left to right): Karen Drenkard, SVP/Chief Clinical, Chief Nursing Officer and Executive Director, O' Neil Center, Get Well Network; Claren Wiencek, Associate Professor, University of Virginia, President, American Association of Critical Care Nurses; Rose Sherman, Professor of Nursing and Director of the Nursing Leadership Institute in the Christine E. Lynn College of Nursing at Florida Atlantic University; Editor in Chief Nurse Leader; Suzanne Miyamoto, Chief Policy Officer, American Association of Colleges of Nursing; Joyce Batcheller, Panel Chair – Executive Nurse Advisor for the Center for the Advancement of Healthcare Professionals, AMN Healthcare and Adjunct Faculty, Texas Tech University Health Sciences Center School of Nursing, Lubbock, Texas; Donna Havens, Interim Dean and Professor, University of North Carolina Chapel Hill, Chair, Magnet Commission; Jeffrey M. Adams, Executive Director, Workforce Outcomes Research and Leadership Development (WORLD-Institute), Professor of Practice, Arizona State University College of Nursing and Health Innovation, Senior Scientist, Brigham and Women's Hospital & Dana-Farber Cancer Institute; Lesly Kelly, Assistant Professor, Arizona State University College of Nursing and Health Innovation; Karen Cox, Executive Vice President, Chief Operating Officer Children's Mercy Hospital and clinics and President-Elect, American Academy of Nursing; Pam Cipriano, President, American Nurses Association. (Back row, left to right) Sharon Pappas, Panel Chair in Waiting – System Chief Nurse Executive, Emory Healthcare; Joan Shinkus Clark, SVP/Chief Nursing Officer, Texas Health Resources; President American Organization of Nurse Executives; Maureen Swick, CEO American Organization of Nurse Executives and SVP/Chief Nursing Officer, American Hospital Association; Deb Zimmerman, Panel Chair Elect – Chief Nursing Officer and Vice President Patient Care Services, Virginia Commonwealth University Medical Center; Pat Thompson, CEO, Sigma Theta Tau International; Matt McHugh, The Rosemarie Greco Term Endowed Associate Professorship in Advocacy, Associate Professor of Nursing, University of Pennsylvania.

Figure 1. The key leaders are affiliated with these organizations.



For 2 action-packed days, 16 national nursing leaders (Figure 1) gathered in Richmond, Virginia, to discuss the role of nurse leaders in creating and sustaining work environments that cultivate achievement of the Institute for Healthcare Improvement's triple aim of improving population health, enhancing patient care, and reducing health care costs.^{1,2} Leaders from the American Academy of Nursing Expert Panel on Building Health System Excellence convened the invitational meeting, entitled Nursing Leadership and the Quadruple Aim: Framing Contribution and Influencing the Future, to advance the role of nursing leaders as architects of health care. In 2014, medical leaders proposed a direct correlation in the achievement of patient outcomes and the resiliency and the level of satisfaction of the care team. Drs. Bodenheimer and Sinsky, physicians, boldly proposed that provider and staff satisfaction is a prerequisite for attainment of optimum outcomes of the triple aim. For this reason, they renamed the Institute of Medicine's Triple Aim, the Quadruple Aim, and outlined steps for addressing the fourth aim.^{3,4} Their recommendations align with the American Nurses' Credentialing Center's Magnet® standards and the components of leadership, structural empowerment, professional practice, and innovation, described in the 1983 landmark study by McClure et al.⁵ have endured the test of time and serve as the foundation of the Magnet program. The opportunity to explore the potential of a better future galva-

nized 16 scholarly leaders from practice, academia, professional associations, and government agencies to come together for a weekend of dialogue.

PURPOSE

The primary goal of the Richmond invitational was to produce a synthesized, thoughtful commentary and articulate the influence of nursing leadership on optimizing the professional practice work environment and the triple aim. Because 400,000 nurses serve in formal leadership roles and constitute the largest segment of the US health care leaders' workforce,¹ the potential to influence the practice/work environment, patient experience and health care quality is profound. Dr. Jeffrey Adams' Model of the Interrelationship of Leadership, Environments and Outcomes for Nurse Executives (MILE ONE) served as the theoretical framework for the meeting and will work as the underpinning of future work by the panel (Figure 2).⁸

THEMES

Themes identified from the breakout sessions and subsequent dialogue included the historical role of nursing leadership in the promotion of research specific to work and practice environments; leadership's constant advocacy for planned, patient-centered care; nursing leadership as agents of change during periods of crisis in the battlefield and during periods of public health crisis such as Ebola; and the acquisition of resources

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