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# **Professional Practice Development In a Mobile Workforce**

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# Objectives

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- **Understand the Scope of the Project**
- **Strategies for Practice Change in a Mobile Workforce**
- **Resources Required**
- **Impact on Professional Development**



# What was the Project?

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- **To implement a standard client record for visiting nursing across all VON sites in Canada**
  - **Recommendation**
  - **Consistency**
  - **Quality**



# Scope of the Project

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- **VON is a National Organization**
  - **Sites from Newfoundland to BC**
  - **48 sites provide visiting nursing services**
- **Over 2000 front line nurses**
- **Need to include requirements from:**
  - **Accreditation Canada standards**
  - **9 provincial nursing regulatory bodies**
  - **RAI and HOBIC indicators**
  - **Funders within the provinces**

# Scope of the Project

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- **The client record had to be**
  - **Grounded in best practices**
  - **Client centered**
  - **Support consistency in practice**
  - **Have broad applicability**
  - **Positioned to be electronic**



# Project

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- **Piloted a draft**
- **Edit**
- **Finish with a standardized base chart for all visiting nursing programs**

**Ready for National Roll Out**



# What Traditionally Happens

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- **An initial information load up to be passed on to front line :**
  - **Send out Communiqués**
  - **Develop education material (Presentations, Self Learning Tutorials, One Page Handouts)**
  - **Provide TCs for managers**
  - **Do audits / evaluation**

# Challenges & Barriers

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## Managers

- **Workload: too many hats**
- **Staff turnover**
- **Lack of resources: \$ and people**
- **Skill in delivering education**
- **Skill in implementing (planning and change management)**
- **Time**

## Front Line

- **Client care 1st**
- **Getting the information**
- **Technology (access and skills)**
- **Education goes when budgets are tight**
- **Geographically dispersed**
- **Time**





# Two Parts to This

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- 1. Get the record implemented**
- 2. Facilitate a change in nurses documentation practice**

# 1. Get the Record Implemented

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## Change Strategies- Managers

- **Talk about it (for 6 months prior)**
  - **Pilot results**
  - **Manager meetings**
  - **Chiefs of practice**
  - **Newsletters**
- **Give them what they ask for**
- **Organize them: ‘to do list’**
- **Provide different education**
- **Show them how you used their feedback in “the plan”**

## Change Strategies- Managers

- **ENGAGEMENT**
- **97% attended manager \education**
- **3% attended a later session**
- **100% implemented the record on or before required date**



## 2. Facilitate Practice Change

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### Knowledge transfer strategies- Nurses

- **Mock Chart for reference**
- **Power Point with notes & examples**
- **Power Point tutorial for self study**
- **Provide TCs for front line nurses**
  - **Stagger sessions to hit different time zones**
  - **Hold in afternoon - AM not good for nurses**
  - **One hour in length (lunch and learn)**
- **Pre-recorded Webex**
- **Contact info for questions provided**

# Results

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**All sites facilitated education in some form**

- **22% presentation as usual**
- **11% Pre-recorded webex- feedback++**
- **44% sites had nurses attend TCs**
  - **36% from home (increased each date)**
  - **Managers got groups in office- set up the call then left—didn't take up their time**
- **23% used a combo**



# Feedback

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## Managers

- Thanks for doing all this work for us
- Like have options to choose from
- Good to have several dates and times to choose from (TC)
- The info was easy to understand

## Nurses:

- This was great
- Good to have you right here to answer questions
- I can do this on my own time



# Feedback

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- **You expect us to do all this??**
- **You just tell us to make a call or read over stuff and that is it?**
- **Aren't you going to do more than this to educate us?**
- **You mean all we do is report to our manager that we did this and that is it? No test? How do you know for sure we did it?**

## 2. Facilitate Ongoing Practice Change

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### Change Strategies -Nurses

- Involve end user from beginning to end
- Embed cues for best practice in forms (e.g. client centered)
- Include checklists
- Education re why & not how
- Connect to professional practice standards
- Make part of staff meetings





## **2. Facilitate Ongoing Practice Change**

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### **Change Strategies -Nurses**

- **Site Champions**
- **Reminders —quick tips messaging**
- **Report progress**
- **Q & A sessions post implementation**
- **Tips in internal newsletters**
- **Audit practice not compliance**



# Resources Required

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- **Commitment from leadership**
- **Front line staff**
- **Technology**
- **Facilitator**
- **Point person/people**



# Impact on Professional Development

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- **Evaluation focused on practice**
- **Impacted quality audit process overall**
- **Most relevant practice issues identified – interventions targeted**
- **Some environmental changes made**
- **Informed education initiatives**



# Impact on Professional Development

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- **Nurses questions practice related --- before more 'how' related**
- **Nurses better understand documentation practice and often answer their own questions.**
- **More consistency**
- **More Client Centered**



# Lessons Learned

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- **Sound change management strategies produce results**
- **Involve key stakeholders and influential leaders from the beginning - paramount**
- **Help organize those who will implement**
- **Technology a must for a mobile workforce**
- **Building expertise in the sites > sustain change**
- **KT strategies > move from traditional**

# QUESTIONS??

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