



# Doctoral Education Conference


**Breaking Barriers, Building Bridges:  
Engineering Pathways for the Future**

**January 30 - February 1, 2020**

**Naples, Florida**



American Association  
of Colleges of Nursing  
*The Voice of Academic Nursing*



## The BSN to DNP Model: Linking Education and Systems Thinking to Transform Health Care

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# Objectives

## Evaluate

Evaluate changes in DNP educational environment that influence student outcomes

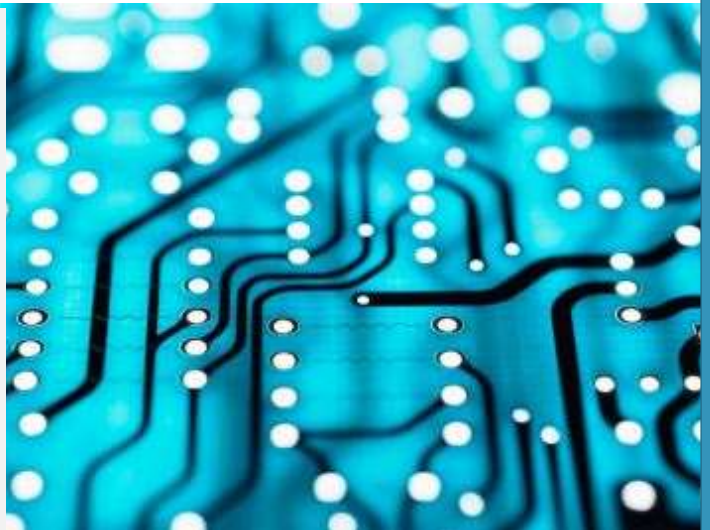
## Critique

Critique approaches that combine clinical competence and systems level thinking to meet society's expectations of patient centered care.

## Recommend

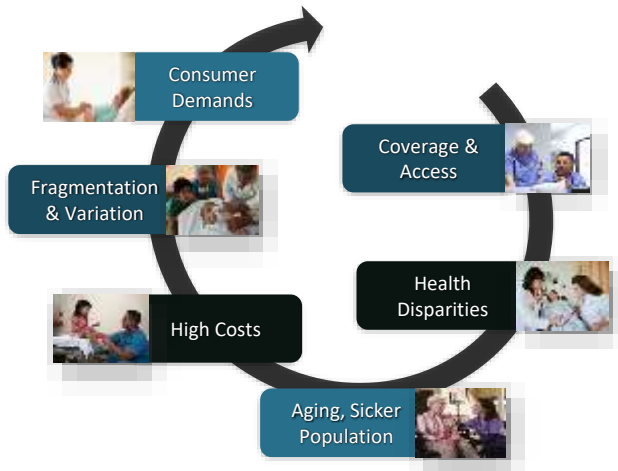
Recommend at least 3 new approaches that prepare APRNs with skills needed to navigate and transform complexities of healthcare

Changes to the DNP educational environment that influence student outcomes



# Evolving Healthcare Landscape

## Current Landscape



## Future

### Provider Payment Structures

- Volume to value

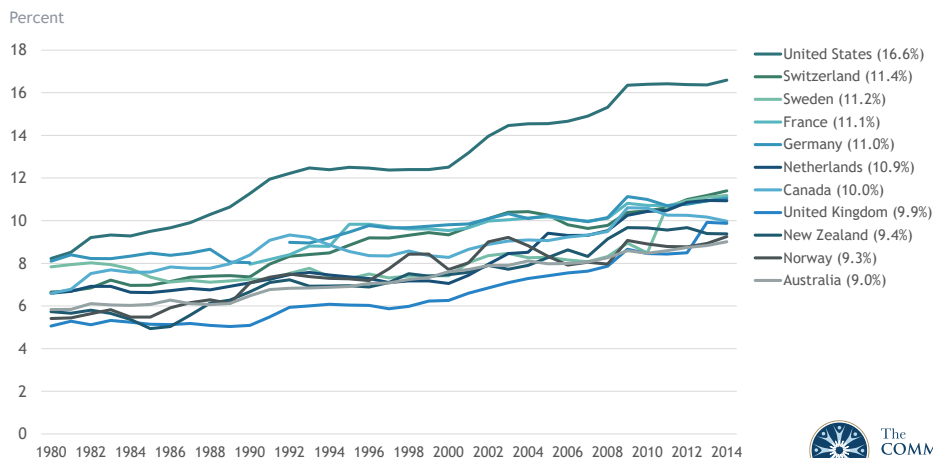
### Delivery of Care

- Coordinated care, innovation, population health, & patient engagement

### Distribution of Information

- Advancing care information, transparency, interoperability, big data

## Health Care Spending as a Percentage of GDP, 1980–2014



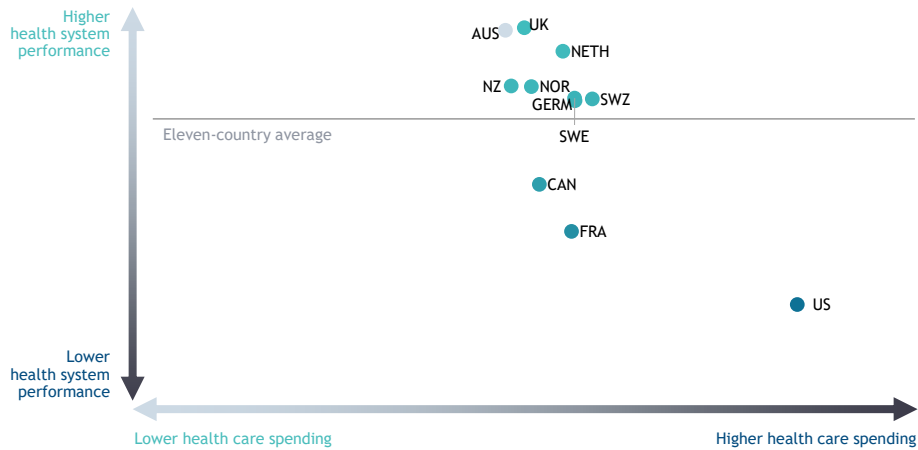
GDP refers to gross domestic product. Data in legend are for 2014.

Source: OECD Health Data 2016. Data are for current spending only, and exclude spending on capital formation of health care providers.



The  
COMMONWEALTH  
FUND

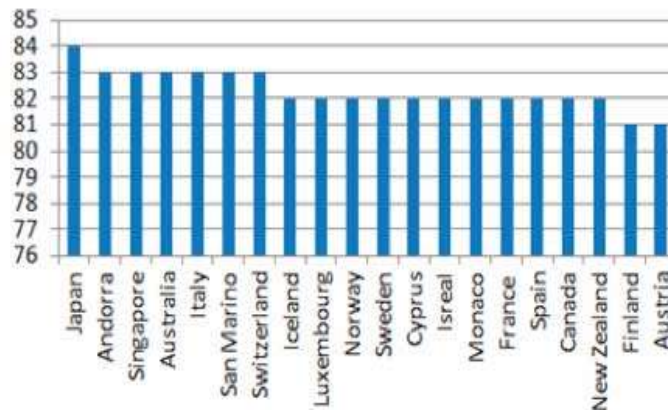
## Health Care System Performance Compared to Spending



Note: Health care spending as a percent of GDP.

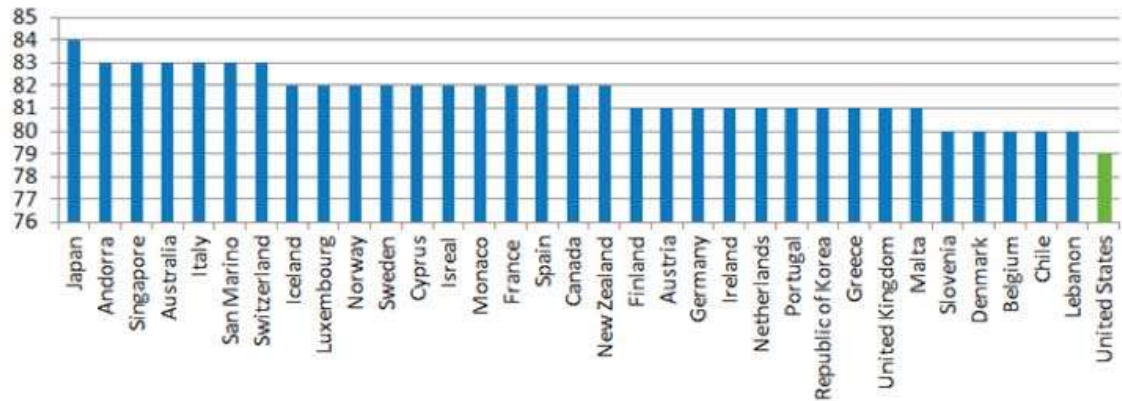
Source: Spending data are from OECD for the year 2014, and exclude spending on capital formation of health care providers.

## Top 20 Countries in Life Expectancy



Source: America's Health Rankings, 2014

## U.S. ranks 34th in life expectancy at birth



Source: America's Health Rankings, 2014

### **OVERALL RANKING**

#### **Quality Care**

Effective Care

Safe Care

Coordinated Care

Patient-Centered Care

#### **Access**

Cost-Related Problem

Timeliness of Care

#### **Efficiency**

#### **Equity**

#### **Healthy Lives**

#### **Health Expenditures/Capita,**



## Health Care System Performance Rankings

	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE	SWIZ	UK	US
OVERALL RANKING	2	9	10	8	3	4	4	6	6	1	11
Care Process	2	6	9	8	4	3	10	11	7	1	5
Access	4	10	9	2	1	7	5	6	8	3	11
Administrative Efficiency	1	6	11	6	9	2	4	5	8	3	10
Equity	7	9	10	6	2	8	5	3	4	1	11
Health Care Outcomes	1	9	5	8	6	7	3	2	4	10	11

Source: Commonwealth Fund analysis.



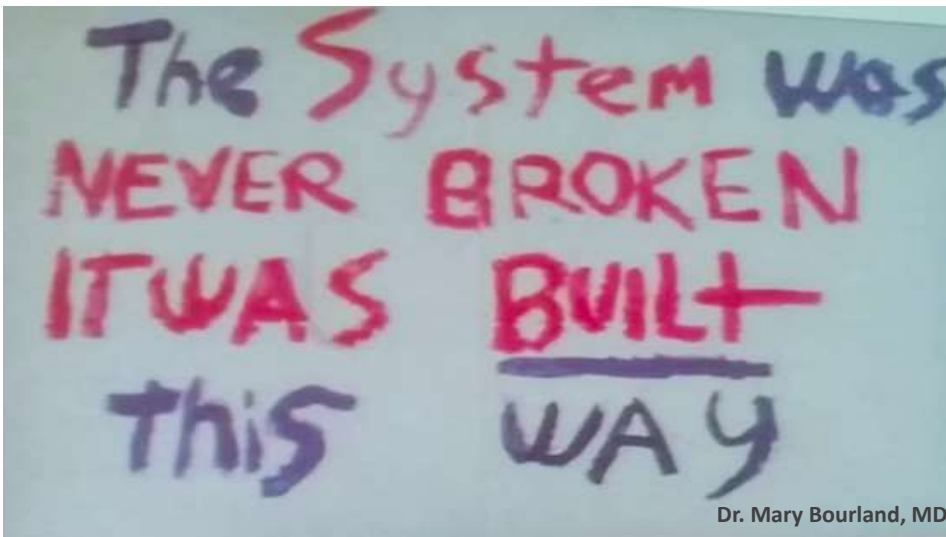
Seems a bit un-American to be satisfied with being last?





So how do we fix it?

Unbreaking US healthcare

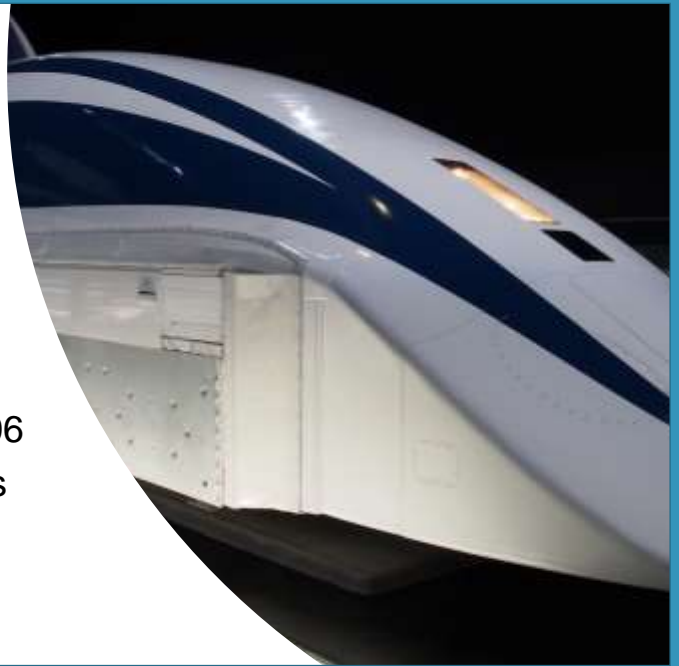


Dr. Mary Bourland, MD

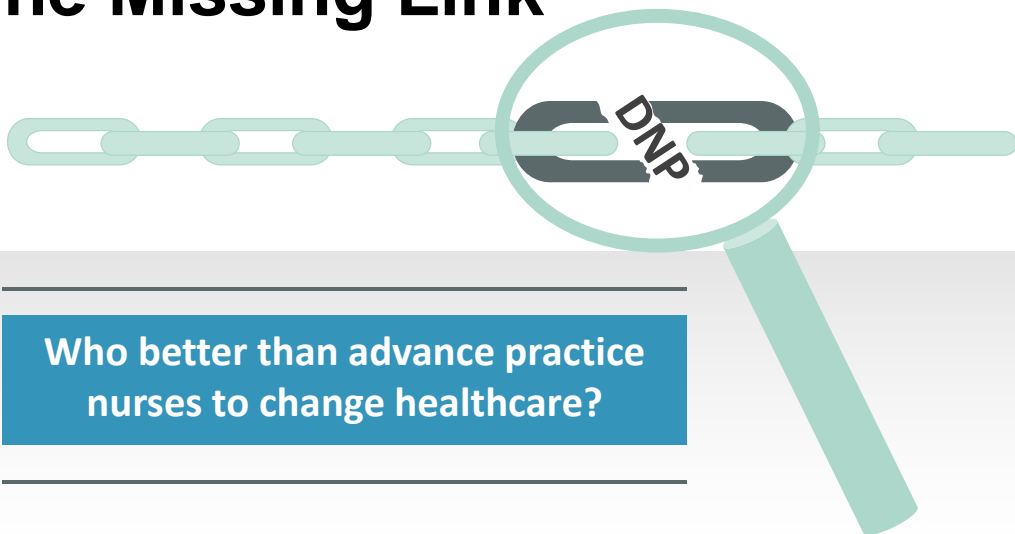
## Quality care and transformation environment

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- Rapid change
- IHI:1991
- Magnet:1994
- Implementation Science: 2006
- Many of our practice partners are experts in quality improvement



## The Missing Link





## Changing education environment



Sawyer Initiative

FOR A BETTER NP CLINICAL EDUCATION

INITIATIVE CONTACT US HOW YOU CAN HELP TE

Midlevel U  
The Online Hub for Midlevels

Home Blog MyMidlevelU MMU

BLOG

7 Ways to Make Sure Your NP School Isn't a Diploma Mill

OCTOBER 17, 2018 @THEBOOKBAG-EDUCATION @8 COMMENTS

Medical Economics

Enter your keywords

Topics Business Technology Money Policy Blog

MEDPAGE TODAY'S  
KevinMD.com  
Social media's leading physician voice

ALL PHYSICIAN PRACTICE POLICY FINANCE CONDITIONS IDU PATIENT

IN PRACTICE  
MEDICAL  
PRACTICE

EMERIL is proven 2000+  
multiple just after the economic

See the data >

IMPORTANT SAFETY INFORMATION  
Developing serious infections that may lead to hospitalization  
or death. Blood patients who developed these infections were  
taking concomitant immunosuppressants such as  
medications or corticosteroids or were prone to  
infection because of their underlying disease. EMERIL  
should not be taken by the presence of organ, bone  
infections, or other to EMERIL at its components. EMERIL

Are diploma mills hurting the nursing profession?

PHILIPPA JAMES ANNEVEL, MD | POLICY | FEBRUARY 28, 2018

< 556  
SHARES



I have worked with some great nurse practitioners (NPs) who I consider to be friends. They play a vital role in team-based practice. This is not about NP beating. Nor is it a

MOST POPULAR  
PAST WEEK



Different  
relationship with  
students

Different  
relationship with  
practice sites

## Pedagogy challenge

- Aligning levels of learners to achieve same outcomes in mixed classrooms

- Academic credentials
  - Post-BSN DNP
  - Post-masters DNP
- Experience
  - New grads
  - Experienced NP



## Academic agility



Academia must transform faster



No business would allow 5 years to see outcomes



Academia could be the antithesis of rapid cycle improvement

Approaches to combine clinical  
and systems level thinking to  
meet society's needs of patient  
centered care

Ensuring the market place is ready for BSN-DNP



## MSN degrees



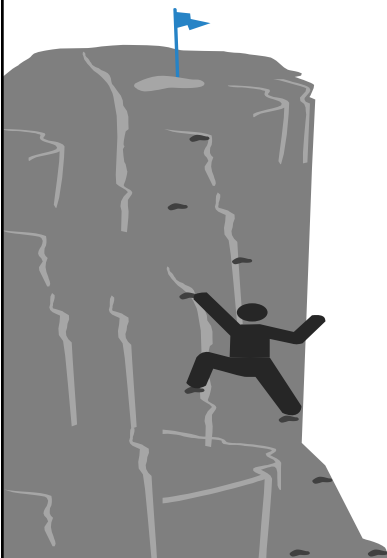
## Post-MSN DNP Degree



## The BSN-DNP



## Implications



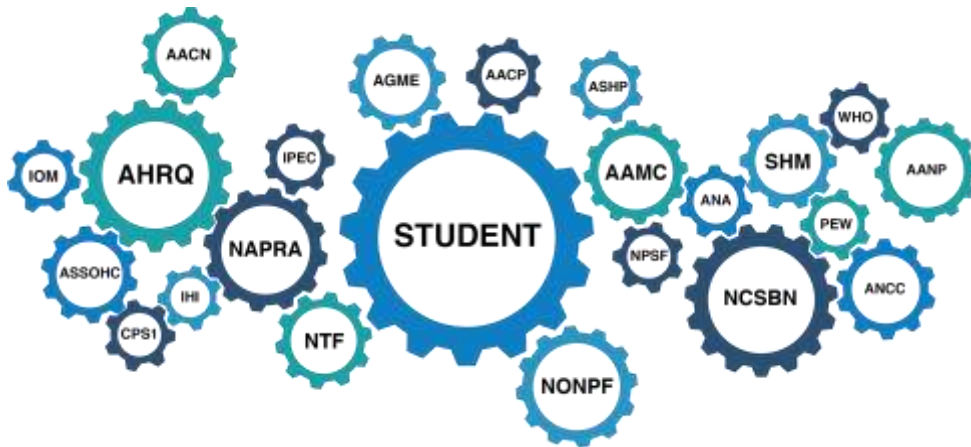
Degree content (competencies) and role content (competencies) should be highly integrated throughout the program of study.

- Allow learners to develop their identity as a singular unit, not as the Role + DNP or the DNP + Role

Largest obstacle?

- Finding the practice site to allow the singular unit to flourish

## Alphabet soup of influencing organizations



## Competent level themes





## Expert level themes

- Create the culture of safety
- Evidence-based practice
- Sustaining quality improvement
- ID teamwork & collaboration
- Management of adverse events
- Motivating strategies of change
- Systems approach to quality
- Population care & health
- Quality improvement
- Quality measurement & evaluation
- Reporting systems
- Staff support
- Health information technology

## Executive features of time management



- Establish clear vision
- Know priorities
- Focus on value
- Lose the urgency
- Stop struggling
- Purge waster
- Schedule the escape!

## How faculty can promote success



- Shared drives
- Ensure learners have basic computer skills
- Schedulers/Calendars
- Check ins

Illness model  
versus  
population health



how to think about population health while seeing the patient in front of the student



Reflection

## Reflection time



- Reflective journaling
  - More than busy work
- Goal
  - Identify important learning events that happened on the clinical experience.
  - Supports personal and professional growth.



### Objective 3: Recommendations

Approaches that prepare APRNs with skills needed to navigate and transform complexities of healthcare

## Curriculum design: Stand-alone threads or weaves



## Curriculum design: Seamless and integrated



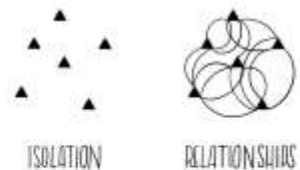
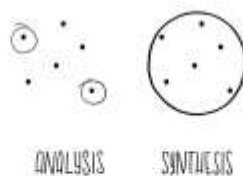
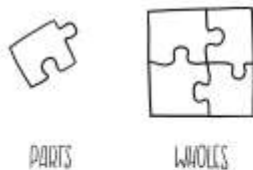
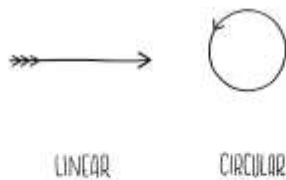
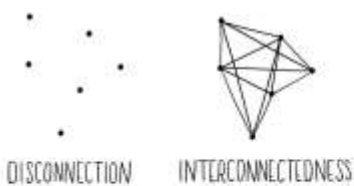
- Seamless: *adjective* -Without a seam, perfect, flawless having no awkwardness or indications of disparity
- Integrated: *adjective* -with various parts or aspects linked or coordinated

## The next generation of nurses

- Expert clinicians
- Systems thinkers
- Complexity scientists
- Design thinkers
- Deconstructivists
- Innovators



## Apply system thinking



The diagram illustrates the Design Thinking process as a sequence of five stages, each represented by a blue rounded rectangle containing an icon and a label. A large, light blue double-headed arrow spans the bottom of the five rectangles, indicating that the process is iterative and non-linear.

- Empathize:** Represented by an icon of a person with arms outstretched.
- Define:** Represented by an icon of a person standing next to a screen displaying a pie chart.
- Ideate:** Represented by an icon of a lightbulb.
- Prototype:** Represented by an icon of an atom.
- Test:** Represented by an icon of three test tubes in a rack.





## Deconstructive

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- Deconstruction to lay bare, to expose what has been hidden from view
- “We hold these truths to be self-evident”- Nah!

## Innovative

- Doing something new or something old in a new way
- Eliminating permission and parentalism
- Seven habits of innovative thinkers (Fast company, 2015)
  - They have their ego in check
  - Emotionally intelligent people are confident, not arrogant
  - They are continuously curious
  - They are good listeners
  - They don't let their emotions affect their innovation
  - They can take direction
  - They have empathy



## Reflection, peepholes and crystal balls



## Practice hours

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DIRECT CARE HOURS



SYSTEMS HOURS



COMPETENCY HOURS

## Project

The elephant in the room or a large animal in a much larger landscape



## DNP project clarity

### Focus

- Refocus on systems fixes (not people fixes)

### Format

- Improvement structure
- Squire II



# Questions