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

- Consumer Demands
- Coverage & Access
- Fractuation & Variation
- High Costs
- Aging, Sicker Population

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.
Health Care System Performance Compared to Spending

Eleven-country average

Higher health system performance

Lower health system performance

Lower health care spending

Higher health care 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

<table>
<thead>
<tr>
<th>Category</th>
<th>AUS</th>
<th>CAN</th>
<th>FRA</th>
<th>GER</th>
<th>NETH</th>
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Source: Commonwealth Fund analysis.

Seems a bit un-American to be satisfied with being last?
So how do we fix it?

Unbreaking US healthcare

The System was never broken. It was built this way.

Dr. Mary Bourland, MD
Quality care and transformation environment

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

The Missing Link

Who better than advance practice nurses to change healthcare?
Changing education environment

Growth of online programs

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

- Allow learners to develop their identity as a singular unit, not as the Role + DNP or the DNP + Role
- Finding the practice site to allow the singular unit to flourish

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

Largest obstacle?
Alphabet soup of influencing organizations

Competent level themes

- Coordination and transition of care
- Effective communication skills
- Ethics and legal issues
- Evidence-based practice
- ID teamwork & Collaboration
- Management of adverse event
- Systems approach
- Patient-centered approach
- Professional accountability for Quality
- Population care & health
- Quality & safety practices
- Quality & safety principles
- Quality improvement
- Quality measurement
- Risk management
- Health information technology
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

<table>
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<tr>
<th>Disconnection</th>
<th>Interconnectedness</th>
<th>Linear</th>
<th>Circular</th>
<th>Silos</th>
<th>Emergence</th>
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<tr>
<td>Parts</td>
<td>wholes</td>
<td>Analysis</td>
<td>Synthesis</td>
<td>Isolation</td>
<td>Relationships</td>
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Complexity science

Design thinking

Empathize  Define  Ideate  Prototype  Test
Deconstructive

• 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

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

<table>
<thead>
<tr>
<th>Focus</th>
<th>Format</th>
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<tbody>
<tr>
<td>• Refocus on systems fixes (not people fixes)</td>
<td>• Improvement structure</td>
</tr>
<tr>
<td></td>
<td>• Squire II</td>
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Questions