

California Health Improvement Project (CHIP)

“Other Duties as Assigned”: Transforming the RN Role in the Primary Care Setting

Judith Sansone, RN, MS

San Francisco Health Network, Department of Public Health, San Francisco, CA

Problem Statement and Underlying Causes

Problem: The primary care nursing role is ill-defined and poorly understood in the San Francisco Health Network (SFHN). Nursing functions are underutilized and there is variability in practice, performance and a diffuse sense of RN identity.

Underlying Causes:

- Multiple clinic sites with small numbers of RN staff
- RNs utilized reactively to fill in staffing gaps
- Lack of consensus/knowledge on role of RN role or scope of practice
- No standardized training or dedicated time for expanded role

RNs are underutilized and practice is inconsistent



RNs are proactive clinical leaders within SFHN

Project Description

The SFHN RN Workforce Development Project will:

1. Identify a set of core competencies for primary care nurses and nursing managers
 2. Implement a curriculum utilizing didactic and hands-on training
- All RNs in the San Francisco Health Network primary care section will demonstrate measurable mastery of these competencies through evaluation and change in scope of job function.

Goal and Objectives

Goal: To develop an effective, proactive, relevant RN workforce to serve as clinical leaders and team members in the primary care clinics of the San Francisco Health Network.

Output-oriented Objective: By January 2014, the pilot training, “Primary Care Nursing Leadership Academy (NLA)” will conclude. 80% of original participants will have completed the program.

By January 2014, 90% of NLA participants will have completed a Primary Care Improvement Project (PCIP).

Outcome-oriented Objective: By January, 2015, 90% of staff RNs and nurse managers working in SFHN primary care clinics will demonstrate measurable high level job performance as evidenced by 1) demonstrated involvement in quality improvement activities; and 2) improvement in self efficacy in job function and performance.

Outputs & Outcomes

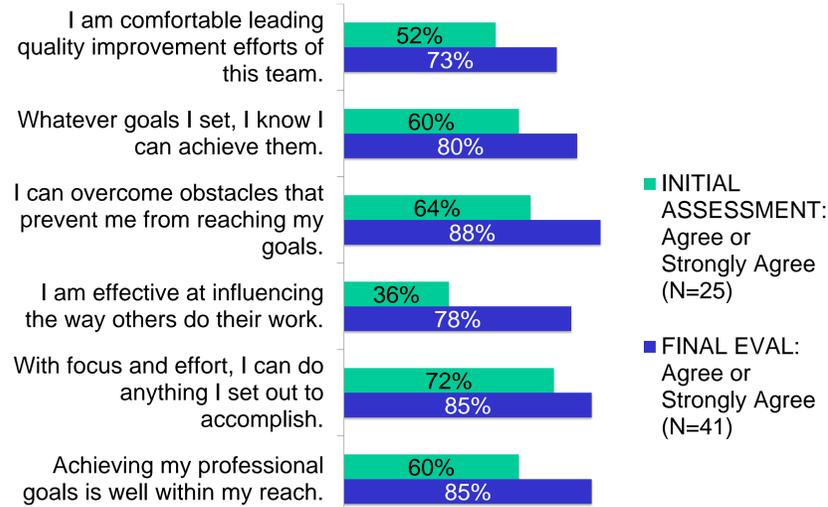
Outputs Achieved



Outcomes Achieved

Findings from the Primary Care Nursing Leadership Academy

Individual Efficacy in the Nursing Role: Pre- and Post-Impact Evaluations



Quality Improvement involvement and skill building: Primary Care Improvement Projects – 14 completed projects

ACCESS	CLINICAL OUTCOMES
Plan to increase program referrals to RN Care Coordination	RN visits for dispensing emergency contraception
Decrease new patient waiting list by developing RN run Orientation Clinic	Improve respiratory outcomes by implementing dedicated tracking tool
Improving capacity for provider visits by utilizing RN resources	Develop protocol and algorithm for medication refill by RNs
Decrease TNAA by RN led interventions	Implement standing order for UTI
PATIENT EXPERIENCE	STAFF EXPERIENCE
Improve patient and staff experience by implementing RN resource phone line	Reduce HgA1c by RN-led interventions
Improve patient education and reducing discharge wait times	Improve RN staff satisfaction by better managing drop-in visits
Improve patient satisfaction for callers to network’s Nurse Advice Line	

Lessons Learned

- ➔ To successfully transform the primary care RN role, the nurse *managers* must have the skills to support the RNs they supervise.
- ➔ A robust infrastructure is necessary for sustaining and spreading change; trainings and projects in isolation are not enough.
- ➔ Attendance at trainings should be better monitored and enforced, with backfill staffing provided as needed.
- ➔ Our consultant named our culture as one of “relaxed accountability” -- this perspective informed my lens in viewing the transformation work.
- ➔ Measuring RN, provider and support staff perceptions of RN role pre- and post-leadership training would have been a useful metric.
- ➔ Setting the scope of the project and defining what falls in and out of scope at its outset would have made the project more manageable.
- ➔ The SFHN primary care nurses have significant clinical expertise spread across a diffuse network of clinics. Simply bringing the nurses together was invaluable for visibility and identity building.



About My Organization

The San Francisco Health Network (SFHN) is the health care delivery arm of the San Francisco Department of Public Health. Integrated under a new Ambulatory Care section in March, 2014, Primary Care encompasses 11 community-based clinics and 4 clinics located at the San Francisco General Hospital and Trauma Center.



Contact Me

For more information, contact me:
 Judith Sansone, RN, MS
 Director of Nursing Primary Care
 San Francisco Health Network
 San Francisco Department of Public Health
 415-581-2413
 judith.sansone@sfdph.org



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