

Adopting a common nursing model across a recently merged multi- site hospital



Study Team

External to the Ottawa Hospital

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Dov Zohar (Israel Inst. Tech - Consultant)

From Within the Ottawa Hospital

Ginette Lemire-Rodger - Co-Principal Investigator,
Wendy Diegel - Project Coordinator

Purpose:



To determine the multilevel impact associated with adopting a new, common clinical practice model for nursing care across the recently merged campuses of The Ottawa Hospital (TOH).

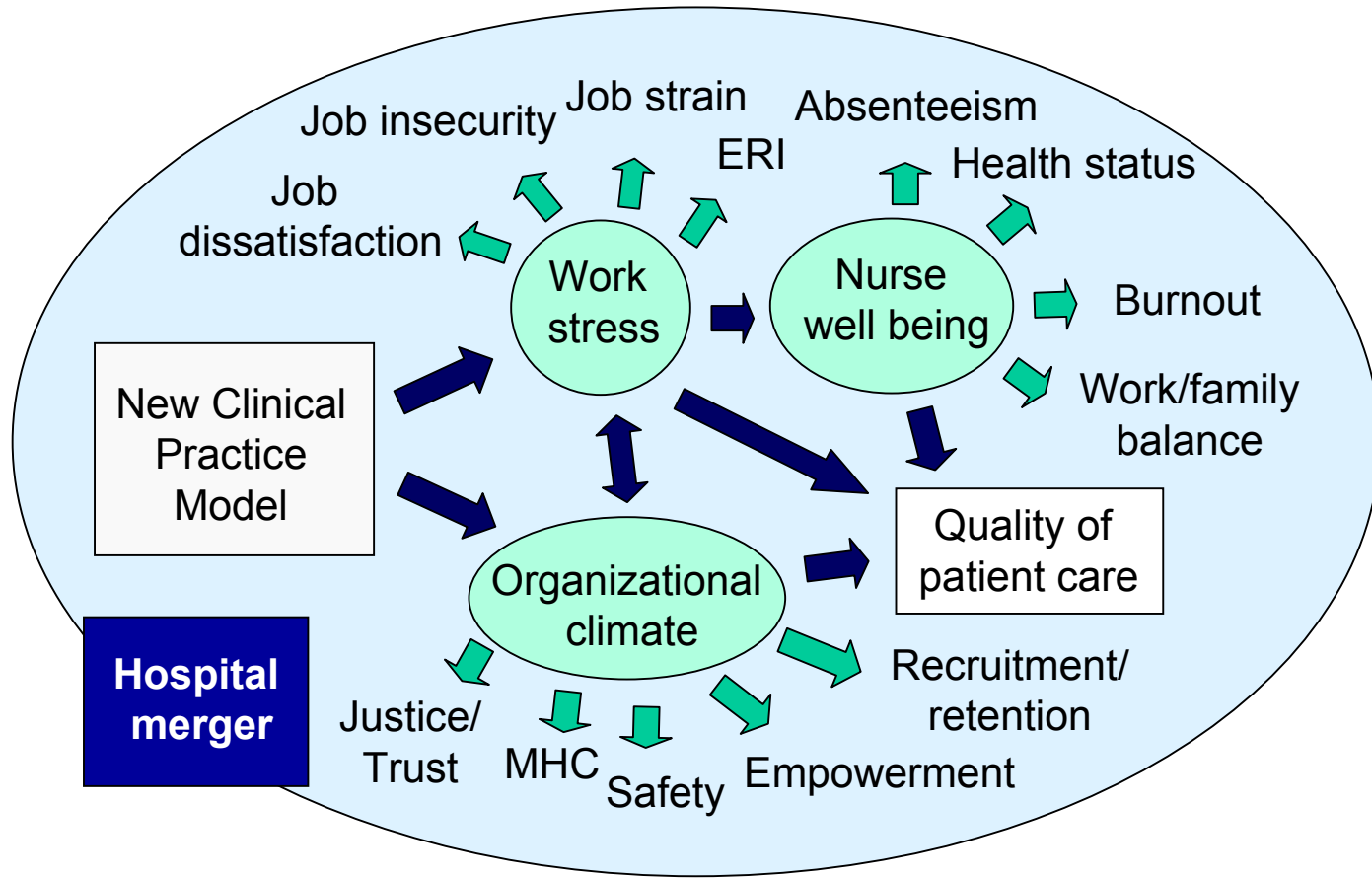
Key Questions Being Addressed:

- ✦ What is the impact of introducing the new practice model on nurse work stress and nurse well being?
- ✦ What is the impact of introducing the new practice model on quality of patient care?
- ✦ What is the impact of introducing the new practice model on organizational climate, at the unit and hospital (site) levels?

Why Evaluate the Model?

- ✦ A major organizational change with potential to have impact at several levels
- ✦ “Natural experiment” provides exciting opportunity to conduct rigorous and critical longitudinal study that has not been done anywhere else
- ✦ Provide evidence-based guidance to other health care facilities pondering similar changes in their settings

Conceptual Framework for Study Assessing the Impact of the Model



Study Background - 1

- ✦ nurse practice environment has been identified as a key contributor to nurse health and job satisfaction and may be a major contributor to quality of patient care.
- ✦ Most previous research has been one-time cross-sectional surveys, which suffer from the inability to draw firm evidence-based conclusions regarding the impact of change

Study Background - 2

- ✦ 3-year longitudinal study proposed to CHSRF Open grants competition last year
- ✦ Successful application fully funded, with start date in December of 2002
- ✦ Approved by ethics boards at both the University of Western Ontario and the Ottawa Hospital
- ✦ Project coordinator located at TOH

Study Outline

Units about to get new practice model

Main evaluation

Focus Groups

All eligible nurses
and min. 25 patients/unit

Smaller purposive sample of nurses (1/3),
physicians (1/3) and multidisciplinary staff
(1/3) from across hospital

Self-reported

Baseline or Pre-Questionnaire

Baseline or Pre- Focus Groups

2 years of
follow-up
(not with
patients)

Yr 1 Post-Questionnaire

Yr 1 Focus Group

N = 50

N = 1000

Yr 2 Post-Questionnaire

Yr 2 Focus Group

Study participants asked to:

Main study: (pre-, post 1 yr, post 2 yr)

- ✦ complete a self-administered questionnaire (~ 30 min), returned via unit drop-box.

Focus Groups: (pre-, post 1 yr, post 2 yr)

- ✦ Participate in semi-structured focus groups to gather context information about how model might be affecting their practice.

Patients: (different patients at 3 time points)

- ✦ Complete a self-administered questionnaire (~ 10 min) mailed back to study.

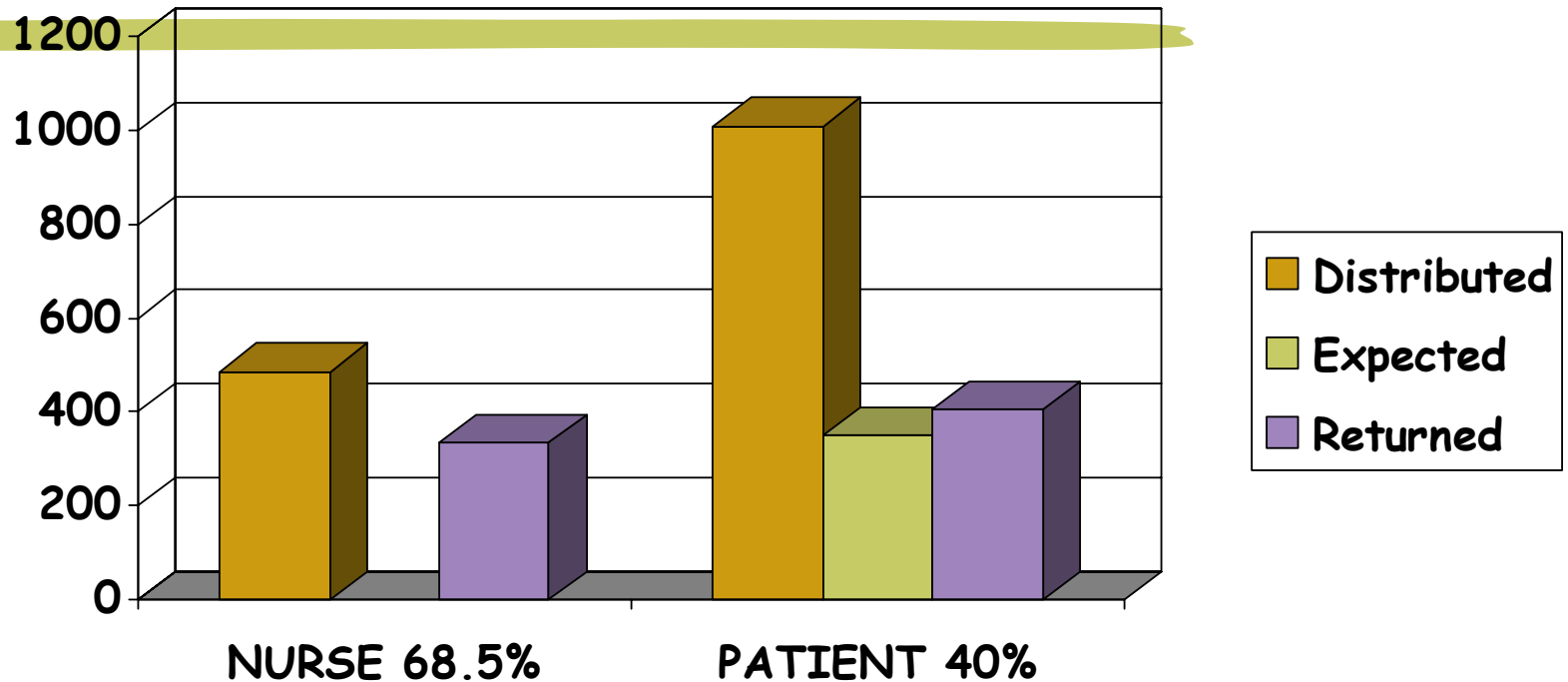
Research Outcomes from Study:

- ✦ Identifying key factors affecting work life of nurses and determine if these were modified by introduction of model
- ✦ Determining if any relationship exists between model implementation, work stress and patient satisfaction with care
- ✦ Determining what organizational factors most affected by model implementation
- ✦ Contributing to a better understanding of causal pathways between stress and health

Potential Outcomes to Nursing:

- ✦ Rigorous evaluation of major organizational change impacting on delivery of care
- ✦ Possible contribution to development of more effective intervention strategies to improve work life and health of nurses
- ✦ Potential to inform programs designed to assist in attraction and retention of nurses
- ✦ Potential to inform other health care organizations about the process of change

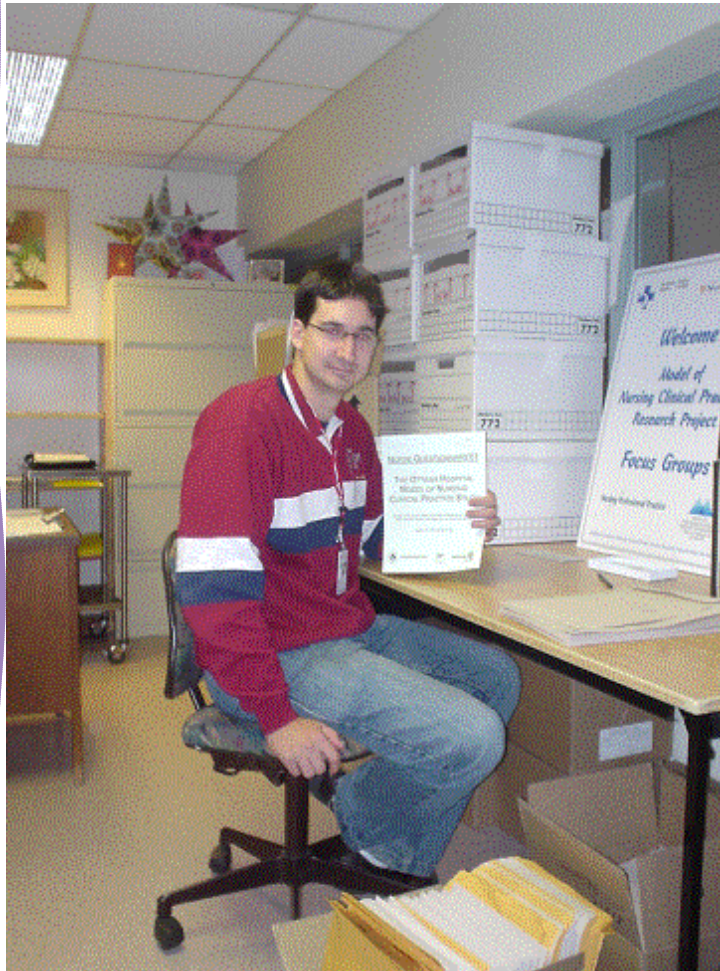
Study Response to Date



Notes:

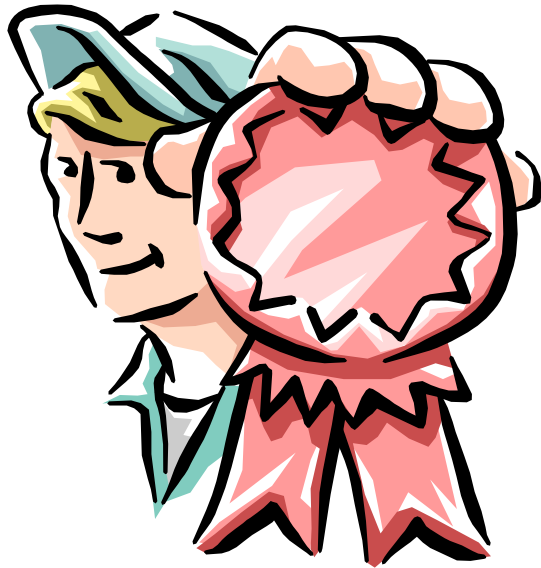
1. We are rolling out Unit by Unit with the Implementation of the new Model of Nursing Clinical Practice, with about 50% of the organization covered so far
2. Almost completed the first year of a three year study

The Study Procedures



- ☀ **NURSE QUESTIONNAIRE:**
Delivered to the units during week one of the Preparatory stage of MONCP) with a sealed drop box and picked up after a 2 week survey period.
- ☀ **PATIENT QUESTIONNAIRE:**
Delivered to units with the nurse questionnaires and distributed to patients upon discharge to complete at home and return via SAE.
- ☀ **FOCUS GROUPS:**
4 Focus Groups will be held each year at the 2 largest campuses. 1 group of 7 RN/RPN, two groups of 6 Physicians, and one group of 7 multidisciplinary health care professionals.

What Have We Learned So Far?



- ✓ Confidentiality concerns = increased communication
- ✓ Response rates good so far
- ✓ Difficult to enroll physicians
- ✓ Research team flexibility essential for keeping up "natural experiments"
- ✓ Questions at in-service sessions for nurses indicate high level of interest in research.
- ✓ Very few calls to onsite co-PI with concerns about study

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