

The Role of the DNP as a
Transformational Leader in Health
Systems Transformation through
Application of Evidence-Based
Practice

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OBJECTIVES

- ▶ Share an exemplar of an evidence-based DNP Capstone Project facilitating transformational leadership in healthcare delivery
- ▶ Identify the AACN DNP Essentials linked to transformational leadership in healthcare delivery
- ▶ Provide examples of DNP student projects that promote transformational leadership and evidence-based practice change at the micro, macro, and meso systems levels in healthcare delivery

INTERNAL AND EXTERNAL FORCES UNDERPINNING NEED FOR
TRANSFORMATIONAL NURSING LEADERSHIP IN THE 21ST CENTURY

- ▶ Consumerism and demands for relationship-based care that makes each patient encounter a “safe” and “positive experience”
- ▶ Costs of healthcare are at all time high
- ▶ Demands for better and more effective healthcare outcomes by employers and third party payors
- ▶ Increasing numbers of persons with disease chronicity
- ▶ Institute of Medicine Report and role of nurses practicing to their full potential

WHERE WE WERE AND WHERE WE ARE



TIMING IS EVERYTHING IN THE POLITICAL PROCESS



- ▶ It is time for transformational leadership and healthcare reform
- ▶ Healthcare delivery settings must have transformational nursing leadership to provide safe, quality, "value-added" patient care at each patient encounter

AACN DNP ESSENTIALS LINKED TO TRANSFORMATIONAL LEADERSHIP IN HEALTHCARE DELIVERY

- Essential I: Scientific Underpinnings for Practice*
- Essential II: Organizational and Systems Leadership for Quality Improvement and Systems Thinking*
- Essential III: Clinical Scholarship and Analytical Methods for Evidence-Based Practice*
- Essential IV: Informational Systems/Technology and Patient Care Technology for the Improvement and Transformation of Health Care*

AACN DNP ESSENTIALS LINKED TO TRANSFORMATIONAL LEADERSHIP IN HEALTHCARE DELIVERY (Continued)

Essential V: Health Care Policy for Advocacy in Health Care

Essential VI: Interprofessional Collaboration for Improving Patient and Population Health Outcomes

Essential VII: Clinical Prevention and Population Health for Improving the Nation's Health

Essential VIII: Advanced Nursing Practice

FOCUS FOR DNP STUDENT PROJECTS PROMOTING TRANSFORMATIONAL LEADERSHIP AND EVIDENCE-BASED PRACTICE CHANGE

- ▶ DNP graduates are in "key pivotal roles" to provide transformational nursing leadership in a variety of healthcare delivery settings through:
 - Transforming clinical practices with emphasis on DNP Capstone Projects that emphasize *quality and safety outcomes*
 - Functioning in leadership roles *grounded in ethics* at the micro, macro, and meso systems levels at the "Sharp End of Care"
 - Creation healthcare delivery systems that are of *culturally sensitive and culturally congruent* for patient care and also for healthcare providers
 - Fostering and facilitating interprofessional collaboration because team results foster accountability and synergy resulting in enhanced patient outcomes and healthcare provider/patient satisfaction
 - *Shape policy* at many levels for systems reform and improved outcomes

KEY THOUGHTS & CONSIDERATIONS FOR EVIDENCE-BASED DNP CAPSTONE PROJECTS

- ▶ DNPs must have projects that are leveled with BSN and Master's projects
- ▶ DNPs must be in key roles where they are *empowered to create transformation change* in the culture at the clinical system level in which they are completing their DNP Capstone Project
- ▶ Evidence-based practice change projects should be *sustainable and embraced* by leadership and interprofessional healthcare teams

KEY THOUGHTS & CONSIDERATIONS FOR EVIDENCE-BASED DNP CAPSTONE PROJECTS (Continued)

- ▶ The processes to improve patient care and outcomes at the systems levels are as important many times as the outcomes and there is tremendous value in *self reflection* along the journey as a transformational leader are critical
- ▶ Mentorship is *essential*
- ▶ Empowerment is *essential*
- ▶ DNP students must be *accountable to stakeholders* for achieving the high degree of reliability expected by key stakeholders

Exemplar of an Evidence-Based DNP Capstone Project Facilitating Transformational Leadership in Healthcare Delivery

- ▶ Evidence-Based Assessment for Patients Diagnosed with Sleep Apnea
 - * Developed a focused clinical question with key elements using the PICO format
 - * Examined aggregate patient data and outcomes for the target population of surgical patients in the post anesthesia recovery room (PAR)
 - Critically appraised the study results and existing data based research on assessment and management of sleep apnea
 - Changed institutional policy for assessment, screening, and management of patients at high risk for sleep apnea and implications in the PAR

Examples of DNP Student Capstone Projects

- ▶ These following are examples of projects focusing on transformational leadership and evidence-based practice change at the micro, macro, and meso systems levels in healthcare delivery

DNP Capstone Foci

- ▶ Promoting Effective Staffing and Enhancing Personnel Systems
- ▶ Enhancing Interprofessional Education and Collaboration
- ▶ Participation in an Interprofessional Team Trying to Improve Processes Related to CMS Core Measures for Falls
- ▶ Analysis and Evidence-Based Education of Associated Safety-Related Events (i.e. back injuries, needle sticks)
- ▶ Examination of the Effectiveness and Outcomes of Transitional Care Communication Within the Healthcare Delivery System

CONCLUSION

- ▶ DNPs are prepared as transformational nurses to lead systems reform and shape policy as they focus on quality and safety in planning, design, implementation, and evaluation of healthcare at every point of patient care and with each patient encounter
- ▶ DNP Capstone Projects demonstrate meeting all DNP Essentials
- ▶ "It is in the difficult choices that the world is changed"
