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Development of the UCSDH Nurse's Guiding Principles

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# Development of the UCSDH Nurse's Guiding Principles

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Each Magnet® organization is required to have a Professional Practice Model (PPM), but why is that so important? PPMs are associated with quality care, nurse satisfaction, and engagement (<https://www.myamericannurse.com/adapting-professional-practice-model/>). This connection is likely due to the fact that PPMs are created by autonomous and highly engaged nurses within an organization, through the shared governance structure. In creating the PPM, nurses within the organization look to the organization's mission, vision, and values and define for themselves how these values will influence and define their practice. Kristina James explains below UCSDH's journey in developing a nursing PPM, mission, vision, and motto.

At the beginning of 2014, the Clinical Practice Council decided it was time nursing practice at UC San Diego Health was centered around a theoretical model. The council took nominations for theorists from the nursing workforce, and then analyzed the nominated nursing theoretical models for alignment to their own values as nurses. The collective sentiment was to select a model strongly centered on 'caring'. Given the feedback from the nurses, the committee rewrote the existing Nursing PPM to ensure it reflected current nursing practice at UC San Diego Health. The majority of nurses chose Joanne Duffy's Quality Caring Model. It took one and a half years of work for the development and implementation of our PPM. During

the process, the starfish symbol was proposed by one of the nurses on the committee, Laurel Prince. It was decided that the starfish mnemonic would help spell out our values. The Clinical Practice Council brainstormed the values associated with each letter of the word starfish (Figure 1). Nursing staff were then surveyed about the potential changes to the Nursing PPM and the response was highly positive. Edits were considered and the final model was approved by Clinical Practice Council and Nursing Cabinet members. In the fall of 2014, the Nursing Executive Council was informed of the finalized model. By the spring of 2015, education and training materials were created to help launch the new PPM. Clinical nurse Sara Barton had recently



Figure 1. Professional Practice Model

completed a literature review on the impact of education on change in practice, and felt strongly that the evidence supported in-person versus online education for a program as important as this one. She presented a proposal to Nurse Executive Council resulting in a paid two-hour training that was held for all nursing staff. Those in attendance received PPM swag including a badge pull, pen, and a badge buddy (Figure 2) with the PPM starfish and our slogan, We Care, printed on it. Throughout the rest of 2015, the new PPM was incorporated into all aspects of nursing. The Nursing Education, Development, and Research Department reviewed all guidelines for updates. The Advanced Resuscitation Training/Basic Resuscitation Training (ART/BART) was edited to include reference to the PPM and to

endorse debriefs as a form of self-care. A requirement was added for all abstracts submitted to the Research Council and Professional Development Council to include alignment to the PPM. All clinical advancement projects must now include a description of how the work aligns to the model. Templates were created for podium and poster presentations to include the image of the PPM. In addition to the changes we made within the health system, Joanne Duffy was invited as the keynote speaker for the UC San Diego Health Research



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Conference in June 2015.

Many articles were published about our updated PPM and how our nurses incorporated it into daily practice. Most notably, Joanne Duffy included our work as an exemplar in her text: "Professional Practice Models in Nursing".<sup>1</sup> Nurses conducting research used the model as their theoretical framework as seen in: Patricia Graham's Code Lavender Program<sup>2</sup> and test of a caregiver support team<sup>3</sup> as well as Margarita Baggett's feeling cared for during hospitalization<sup>4</sup> and feeling cared for in the workplace.<sup>5</sup> Maricel Salinas and her daughter, Niecel, also conducted research with Dr. Duffy to test whether sentiments expressed by patients in Margarita's study aligned to the Quality Caring Model's caring factors.<sup>6</sup>

In 2017, UC San Diego Health

Figure 2. Badge Buddy



was asked to create a mission, vision, and motto specific to nursing. The Clinical Practice Council once again took the lead in developing these principles with the nurses. Surveys were sent out seeking input. To ensure nurses were able to speak to the content of the Nursing Mission, Vision, and Motto, it was built using the same tenets of the Nursing PPM. The Clinical Practice Council used the feedback from the first survey to create the final version which was sent out for approval from nursing staff. The results of the second survey were overwhelmingly positive. With the support of Clinical Practice Council, the Nursing Mission, Vision, and Motto was brought to the Nursing Executive Council for final endorsement in April 2018. After this endorsement, a structured process to enculturate the Nursing Mission, Vision, and Motto at the bedside was created. The implementation bundle was trialed on Jacobs 4FGH and disseminated at Clinical Practice Council, Nursing Cabinet, and the Professional Development Council. The implementation bundle was created to assist staff with identifying the PPM and Nursing Mission, Vision, and Motto in our everyday practice. In addition, processes were built to help nursing staff feel cared for using a healing environment. New badge buddies were created with the PPM on one side and the Nursing Mission, Vision, and Motto on the other. As a small token to unify our staff while social distancing during the global pandemic, these badge buddies were gifted to nursing staff during Nurses Week 2020. The PPM and Nursing Mission, Vision, and Motto are an integral part of nursing and shared governance

throughout UC San Diego Health. The success of these foundational documents in enduring the test of time can be attributed to the fact that our nurses created them by starting with the values they held most true to their hearts and selecting the theoretical framework that was the best fit to these values.

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