

Commitment to Professional Development

Source of Evidence 4 EO

Describe and demonstrate that the organization has met goals for improvement in professional certification. Graphically summarize at least 2 years of data to display changes over time. Include participation of nurses in all specialties.

Appraiser Feedback:

Information did not address setting and meeting goals for improvement in professional certification across the organization and in all entities. Discussion did not include participation of all nurses in all specialties in improvement in professional certification.

Background

When we were preparing for our first Magnet journey, we identified certification as an area that we would focus on. Our Magnet appraisers further identified that as one of only three (3) areas for future development.

The Nursing Executive Board (NEB) discussed the desire to support nurses pursuing certification in a more specific manner. A decision was made to reimburse nurses for the cost of the exam if they passed as long as it is of benefit to their practice with the patient demographic served by their department. In early 2010, a more formal policy was drafted and has been passed by all Nursing boards and approved by the Clinical Practice Committee. [SE 4 EO Exhibit A-1-NLB Minutes 7-21-09, SE 4 EO Exhibit A-2-VMG Clinical Operations Minutes 7-17-10, SE 4 EO Exhibit A-3-VUH NLB Minutes 7-22-09] The purpose of this policy is to provide a standardized method for reimbursement for certification exams in nursing. This policy specifically states, *"The Vanderbilt University Medical Center Benefit is committed to ensuring that individual, licensed, professional nurses have opportunities to pursue certification within their specialty practice. VUMC supports the professional nurse in pursuing specialty certification through reimbursement of the certification exam fees upon successful passing of one specialty certification exam."* The certification must be one of the nationally recognized certifications. [SE 4 EO Exhibit A-4- CL 20-06 04 Proposed Policy Change NAB 07-12-11, SE 4 EO Exhibit A-5-CL 20-06-04 Manager Checklist for Certification Exam]

As outlined in SE 2 for professional organization participation, managers can also use the allocated funds for staff to attend review courses for certification exams. Staff can also receive professional leave time to take review courses and certification exams. Managers work with them on their schedules to provide flexibility and patient care coverage. Our clinical policy, CL 20-06.15, (*located in OO 8*) entitled, "Travel/Workshop Funds", provides guidelines for the use of funds budgeted to support travel, educational workshops, and national

certification through entities such as the ANCC (American Nurse Credentialing Center) or related specialty-based certification entities. The policy states that, *“Vanderbilt University Medical Center (VUMC) is strongly committed to its threefold mission of education, research, and clinical care. Funds available for travel, workshop attendance, and national certification are viewed as mechanisms that can be utilized to enrich the growth and development of staff within the institution. Funds are made available to promote, support, recognize, and reward staff as they self-actualize and grow within their established role. Inherent to this philosophy is a recognition that staff will typically develop across a continuum of practice performance ranging from novice (beginner) to expert (mastery).”*

Methods/Approach

Setting Goals

We recognized early in our planning that setting goals by percentages would be a challenge for us. Due to growth, our denominator is a constantly moving target. With the expansions and opening of the Critical Care Tower and opening and acquisitions of new clinics, the number of nurses we add each year has been growing exponentially. The process of setting goals was challenging from a percentage (%) basis, so we decided to set goals on actual numbers.

Goal 1 – Increase the number of nurse leaders with certification

The Nursing Executive Board knew that we wanted a more systemized approach to supporting nurses in obtaining certification; looking at efficiency of a process and cost effectiveness. First, we had to look at our own ranks, were we as leaders setting the bar for certification? At the time of our first Magnet journey we had 17 nurse leaders who were certified and the majority of them were certified in their clinical specialty, not an executive or leadership category. Therefore, our first goal was to increase the number of nurse leaders who were certified. A first step was to offer a certification preparation course for nurse leaders as phase one of our strategy to increase the number of nurses throughout the organization who are certified. Starting at the top seemed to be the best idea.

An onsite course was held at the Vanderbilt School of Nursing in August 2008 with 40 nursing leaders in attendance (fees were paid by the Medical Center). A series of study groups were planned over the course of the six months following the review course and were facilitated by Sabrina Downs, MSN, RN, NE-BC (Director – Nursing Professional Practice and Magnet) and Debbie Arnow MSN, RN, NE-BC (Director – Clinical Education and Professional Development – VCH). Our plan was for a minimum of ten (10) nurse leaders to take and pass the nurse executive exam within that first year. Of those who attended the certification preparation course, twelve (12) successfully passed the Nurse Executive certification exam during the first year. At the time of writing of this document, we have had a total of thirty-five (35) nursing leaders achieve the nursing executive certification, which more than doubles our

original number of 17. [SE 4 EO Exhibit B-1-ANCC Review Course Flyer, SE 4 EO Exhibit B-2-Email Announcement to Register]

Goal 1 Achieved – 35 new certifications for Nurse Leaders at all levels across the Medical Center [SE 4 EO Exhibit B-3- Leaders Certification List Since July 2008]

Goal 2 – Direct care staff access to preparation courses on campus for all specialties and support 100 new certifications per year

We determined we could reach more staff and be more cost efficient, if we could offer certification preparation courses on campus. A comprehensive calendar was developed which included each specialty.

A pilot plan was developed, by offering certification preparation courses for direct care nurses at the Childrens' hospital. We wanted to do the pilot to see how we could map out a strategy across the Medical Center. Children's is a smaller nursing population, with at least one certification as opposed to medical surgical units that can access multiple specialties. Based on the success with Childrens' Hospital, we would then roll out the calendar for the rest of the Medical Center. During the process of securing an instructor for the pediatric exam, we determined that it would be cost effective to conduct the testing onsite as well and would be more convenient for the nurses.

The VUMC Nursing Executive Board has fully endorsed this approach to certification preparation. A staff nurse survey was conducted during the first quarter of 2010 to assess the focus areas for certification review. A two-year calendar of events was planned based on the survey results to address the interests of the staff nurses. [SE 4 EO-Exhibit C-1-NEB Certification Proposal] Debbie Arnow, MSN, RN, NE-BC and Sheryl Redlin-Frazier, MSN, OCN (NE&PD) Clinical Learning Consultant) co-chaired these efforts.

The Goal: Based on cost, time, volume, and survey interest, the goal was set to support at least 100 certifications per year throughout the Medical Center.

Goals Achieved: See Certification Calendar below – all review courses have been conducted. See graph of numbers of new certifications below – over 100 per year in 2010 and 2011.

(See Table below)

Structural Empowerment
Commitment to Professional Development (4 EO)

Table SE 4 EO – 1: 2010-2012 Certification Preparation Courses Calendar

FY 2010-11	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Adult CCRN*	x				x							
Peds CCRN*					x							
Neonatal CCRN*			x									
Pediatric Emergency*							x					
Emergency Nursing						x						
Pediatrics*										x		
CNOR												
Medical Surgical*							x					
Psych Nursing									x			
Oncology									x			
Nurse Manager/Leader					x							
Cardiac Medicine* -tbd												
Cardiac Surgery* - tbd												
FY 2011-2012	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Ambulatory		x										
Adult CCRN					x							
Peds CCRN										x		
Neonatal CCRN		x										
Pediatric Emergency							x					
Emergency Nursing						x						
Pediatrics										x		
CNOR		x										
Medical Surgical							x					
Progressive Care								x				
Oncology									x			
Professional Development				x								

Participants

Nursing Executive Board

Table SE 4 EO – 2: Participants

Name	Title
Marilyn Dubree, MSN, RN, NE-BC	Executive Chief Nursing Officer
Carol Eck, BSN, MBA, RN	Administrative Director, Cancer Patient Care Center
Avni Cirpili, MSN, RN, NEA-BC	CNO Vanderbilt Psychiatric Hospital
Nancye, Feistritz, MSN, RN	Associate Hospital Director, Perioperative Services, VUH
Margaret Head, MSN, MBA, RN, NE-BC	COO, CNO VMG
Susan Hernandez, MBHA, RN	Associate Hospital Director, Nursing, VCH
Pam Jones, MSN, RN, NEA-BC	Associate Hospital Director & CNO, VUH
Robin Mutz, BSN, MPPM, RNC, NEA-BC	Administrative Director, Women’s Patient Care Center
Debianne Peterman, PhD, MSN, RNC-NIC, NE-BC	Director, Nursing Education and Professional Development
Robin Steaban, MSN, RN	Administrative Director, Vanderbilt Heart and Vascular Institute
Anne Underhill, MSN, MBA, RN, CPA	Director, Finance – Nursing

Members of Planning Committees and Certification work

Table SE 4 EO – 3: Participants

Name	Title
Sabrina Downs, MSN, MBA, RN, NE-BC	Director, Nursing Professional Practice & Magnet
Debbie Arnow, MSN, DNP, RN, NE-BC	Director, Nursing Education & Development, Childrens
Donna Williams, MSN, RN, NEA-BC (deceased)	Administrative Director, Childrens Perioperative Services and (interim) CNO Childrens Hospital
Sheryl Redlin-Frazier, MSN, RN, OCN	Clinical Learning Consultant, Nursing Education and Development
Todd Griner, MSN, RN, NE-BC	Nurse Manager – Cardiology
Nurse Staff Councils	VUH, Childrens Hospital, VPH, and Clinics (VMG)

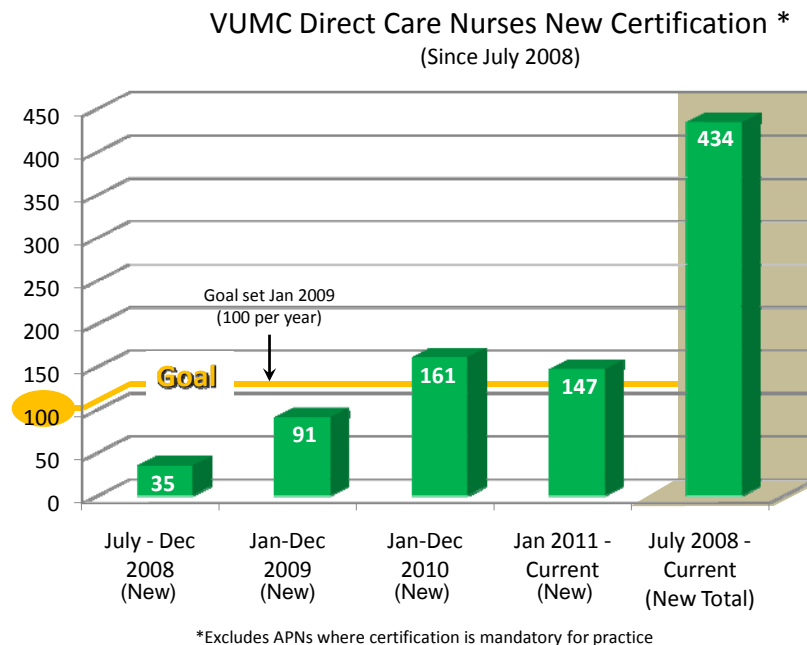
Outcomes/Impact

Immediately after the initial review courses for pediatrics, we had 53 direct care nurses who became certified Pediatric Nurses (CPN). The data shared from the Pediatric Nursing Certification Board shows our pass rate to be 100% as compared to 85% nationwide. The staff at Children’s Hospital surpassed the scores for each division as compared to the nationwide statistics. [SE 4 EO Exhibit D-1-PEDS Certification Board]

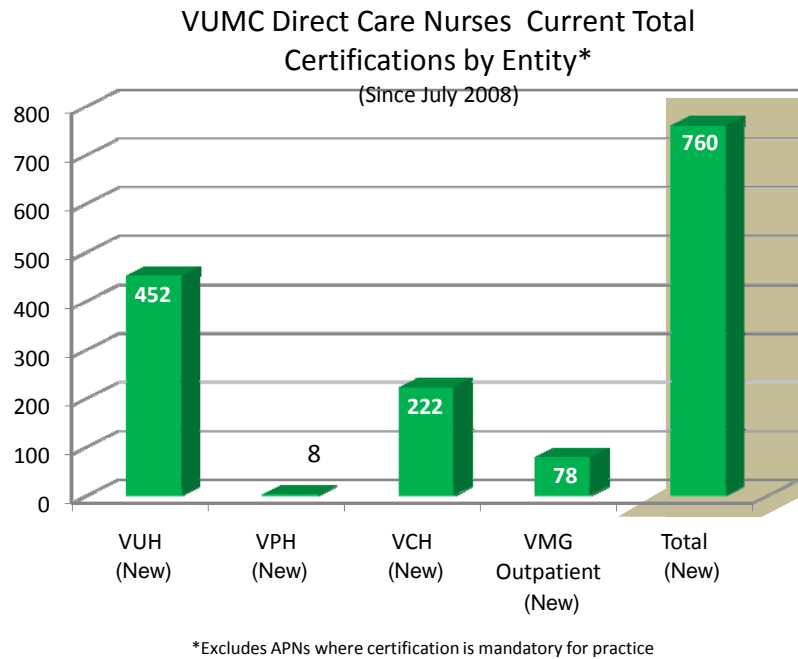
The success of those that passed was shared with the staff, managers, educators, administrative directors, Children’s Hospital CNO, and VUMC ECNO. Recognition was provided through announcements in the Nursing Education Newsletter available monthly. Currently, members of the Nursing Education and Professional Development team who have obtained CPN certification are attending review courses to prepare them to lead future preparation courses and study groups. [SE 4 EO Exhibit D-2-In the Know Newsletter 2009, SE 4 EO Exhibit D-3-In the Know Newsletter 2010] This success set the tone for the rest of the Medical Center.

We have been able to follow our proposed certification calendar and the graphs below show our progress.

Graph EP 4 EO – 1: VUMC Direct Care Nurses new Certification – since July 2008



Graph SE 4 EO -2: VUMC Direct Care Nurses Current Total Certifications per Entity



Graph Se 4 EO – 3: VUMC Total Certifications per Entity & since July 2008 – Leaders & Staff

