The Future of Nursing: Leading Change Advancing Health
The Texas Perspective

June Marshall, DNP, RN, NEA-BC
“We can have a bigger impact on the future of health and health care, not only in Texas but across the nation.”

Alexia Green, RN, PhD, FAAN, Co-Lead Texas Team
Texas Team: A Local Perspective

- The North Texas Team
- Nurse Leaders Take Action
Regional Team Nurse Leaders

- Central Texas: Susan Johnston DNP, RN, FNP-BC, Program Coord.
- East Texas: Gerald W. Bryant, MSN, RN, NEA-BC, CNO
- Gulf Coast: Susan D. Ruppert, PhD, RN, ANP-BC, NP-C, FCCM, FAANP, Professor, Assist. Dean & Dept. Chair
- North Texas: Julie Thomas DNP, RN, CPHQ, NEA-BC, Dir. Nsg. Ed. & Practice
- Panhandle: Becky Hunter, DNP, RN, NEA-BC, CNO
- South Texas: Sarah Humme, MSN, RN, CNO/COO
- West Texas: Alicia Anger, MSN, RN, Dean
North Texas Team: Nurse Leader Profile

• Co-Lead – Julie Thomas, DNP, RN
• Director of Nursing Education & Research, Baylor All Saints Medical Center – Fort Worth, TX
• Passion is driving collaborative partnerships to drive innovation & safe patient care delivery
Regional Efforts: North Texas Team

• Well-formed multi-specialty group-largest membership of the 9 regions in Texas

• Patterned after State-wide action coalition with business partners
  – Health Industry Council - local consortium of health industry leaders leading efforts for quality, innovative healthcare delivery
  – Devenny Group - Dallas-based architectural firm focusing on healthcare construction
Regional Efforts: North Texas Team

• Engaging members & developing strategies based on each member’s planned contribution or area of focus
• Work with TNA for development of individual membership
• Continue grassroots steps to engage nurses, at all levels
• Advancing opportunities for educating diverse groups about the “Future of Nursing” report
• Partner with Texas Team’s development of implementation tool-kits
• Advance partnership with Rural stakeholders’ health initiatives
CNOs are responsible for more than 50% of the cost and revenue centers in the acute care and post acute healthcare sectors. The role of the executive nurse in strategic planning, execution of tactics and cost containment, in collaboration with other members of the executive team, will allow us to have greater velocity toward achieving the CMS triple aim of care, health and cost.

(Edmonson & Green, 2012)
IOM Future of Nursing Recommendations: Nurse Leaders in Action

• CNOs drive organizations’ responses to “Future of Nursing” IOM recommendations
• Case Study Examples
Rosemary Luquire, PhD, RN, NEA-BC, FAAN
Senior VP & CNO
Baylor Health Care System

• SVP, CNO, CQO – St. Luke’s Episcopal Health Care System
• Distinguished Alumni – TWU & UT
• Fellow of the American Academy of Nursing
• ANCC - Magnet® Commissioner
• TJC – best applied evidence-based practices
• Joint faculty appointments TWU & UT
Rosemary Luquire, PhD, RN, NEA-BC, FAAN
Senior VP & CNO
Baylor Health Care System

- Strategic plan to lead organizations to Magnet designation
- CNO/COO model for Nurse Executives
- BSN-only/preferential hiring practices
- Doctoral preparation for Nurse Leaders
- Texas Team – Practice Co-Lead (Past)
- Community efforts and collaboration
Sandy Haire, BSN, MHA, RN, FACHE, NEA-BC
SVP & CNO, The Medical Center of Plano

- Pursuing DNP at TCU
- Current President NTONE
- TONE Board, Past President
- TONE Excellence in Leadership recipient (2010)
- Led 427 bed tertiary care facility to TJC disease-specific accreditations and Magnet® designation
- Community leadership roles
Sandy Haire, BSN, MHA, RN, FACHE, NEA-BC
SVP & CNO, The Medical Center of Plano

- Employs APRNs, limited scope 2° corporate (HCA) model
- Created a Director of Clinical Excellence role to work with CMO to advance EBP & clinical outcomes
- Implemented residency program for L&D
- 55% BSNs – 40 nurses in school
- Pursuing DNP; Director pursuing PhD; another applying to a doctoral program
- Supports lifelong learning programs for nurses
- HCA Emerging Leaders program to develop nurses as leaders to lead change and advance health
Ellen Pitcher, MSN, MBA, RN, NEA-BC  
CNO & VP of Patient Services  
Baylor Regional Medical Center at Plano  

- Healthgrades Distinguished Hospital Award for Patient Safety (2008)  
- VHA Leadership Award for Clinical Excellence for AMI and CHF (2006, 2007)  
- Current Secretary of NTONE  
- Led organization to Texas Nurse Friendly & Magnet® designation  

“I pursued an EMBA to expand my knowledge base on strategic planning, implementation and evaluation,” says Ellen. “In the Neeley program, we studied businesses outside of healthcare, which allowed me to utilize those lessons and apply them to healthcare.”
Ellen Pitcher, MSN, MBA, RN, NEA-BC
CNO & VP of Patient Services
Baylor Regional Medical Center at Plano

- BSN hiring and differential
- Expectation that ADN students will continue to BSN
- HR strategies to support ADNs to obtain BSNs
- Career strategies of 3rd age nurses – examining workforce opportunities; redirecting career; retaining senior nurses
- Nurse-driven protocol implementation (e.g. urinary catheter removal)
Cole Edmonson, DNP, RN, FACHE, NEA-BC
VP of Patient Services & CNO
Texas Health Presbyterian Dallas

• Robert Wood Johnson Foundation Executive Nurse Fellow
• Co-Lead, Texas Team Advancing Practice
• President-elect TONE
• Past President NTONE
• Visionary Nurse Leader – Nursing Management
• NurseWeek Excellence Award for Advancing/Leading the Profession
• D Magazine Excellence Award in Leadership (2012)
• TONE Excellence in Leadership recipient
Cole Edmonson, DNP, RN, FACHE, NEA-BC
VP of Patient Services & CNO
Texas Health Presbyterian Dallas

• 900 bed tertiary hospital
• Direct Care RNs – BSN 62%
• Leadership – BSN 100%
• Director – MS/MSN 100%
• 98% retention rate – nurse residency program
• 1st nurse on hospital BOD (2011) – Stephanie Woods, PhD, RN, Associate Dean, TWU Dallas Campus
Cole Edmonson, DNP, RN, FACHE, NEA-BC
VP of Patient Services & CNO
Texas Health Presbyterian Dallas

- Works to remove scope of practice barriers for APRNs
- BSN preferential hiring
- Expectation that all levels of nurses pursue academic preparation and specialty certification
- Led 2 organizations to Magnet® redesignation
- Implemented a nurse residency program
- Sets goals for direct reports to pursue doctoral education
- Supports and funds lifelong learning for all nurses
- Develops & supports nurses to lead change that advances health
Texas Team: Putting the Pieces Together

• Personal Plan – Strategies & Goals
• Organizational Plan – Strategies & Goals
The Future of Nursing:
Leading Change, Advancing Health

High-quality, patient-centered health care for all will require remodeling many aspects of health care system, especially nursing.
The Future of Nursing: Leading Change, Advancing Health - Group Work

1. Remove scope of practice barriers.
2. Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
3. Implement nurse residency programs.
4. Increase the proportion of nurses with a baccalaureate degree to 80% by 2020.
The Future of Nursing: Leading Change, Advancing Health - Group Work

5. Double the nurses with a doctorate by 2020.

6. Ensure that nurses engage in lifelong learning.

7. Prepare and enable nurses to lead change to advance health.

8. Build an infrastructure for the collection and analysis of interprofessional health care workforce data.
The Future of Nursing: Leading Change, Advancing Health - Group Work

• What is YOUR plan?
The Future of Nursing: Leading Change, Advancing Health

• CALL to ACTION

TEXAS TEAM
Advancing Health through Nursing Initiative on the Future of Nursing
The Future of Nursing: Leading Change, Advancing Health

• Joining the Texas Team as a Coalition member

  • [http://www.dshs.state.tx.us/chs/cnws/texasteam/](http://www.dshs.state.tx.us/chs/cnws/texasteam/)
  • A Regional Action Coalition of the Initiative on the Future of Nursing - Overview & Criteria for Joining the Coalition
  • Coalition Membership Application - Texas Team Action Coalition
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• TAKE ACTION!
• GET INVOLVED
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