

# Differentiated nursing practice as a catalyst for transformations in nursing: A multiphase qualitative interview study

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## Abstract

**Aim:** To identify and follow-up on the transition towards differentiated nursing practice among bachelor trained and vocationally trained nurses in Dutch hospitals.

**Design:** A multiphase general qualitative interview study.

**Methods:** Fifty semi-structured interviews with project managers in charge of introducing differentiated nursing practice to their hospital were conducted. Purposive sampling was used, and data were collected in 2017, 2019 and 2020. A meta-analysis was conducted after independent primary thematic analysis of each data collection.

**Results:** The introduction of differentiated nursing practice to Dutch hospitals was perceived as uncertain and ambiguous. Three themes were identified during the transition towards differentiated nursing practice: (1) call to action; (2) sitting and waiting; and (3) new beginnings and open ends. The change to differentiated nursing practice is not straightforward and these findings highlight the emerging awareness among project managers of the nature and complexity of the transition. During the study period, professionalization of the nursing profession was recognized as fundamental in hospital organizations.

**Conclusion:** Nursing cannot be separated from differentiated nursing practice. Visible leadership is important at all organizational levels and nurses' opinions must be considered as nurses are essential to such changes in healthcare.

**Impact:** Differentiated nursing practice based on nursing education allows nurses to make the best use of their experience, skills and competencies, and could promote the provision of effective and high-quality patient care. However, in many cases, a nurse's practice role is based on their nursing licensure instead of their educational background. The change to differentiated nursing practice in hospitals is not straightforward and the nature and complexity of the transition needs to be acknowledged. Nurses have an important role in healthcare transformation and need to be active in developing and formulating rather than just implementing the changes.

## KEYWORDS

change management, differentiated practice, nurse's role, nursing education, nursing legislation, nursing workforce, skill mix

\*The members of RN2Blend consortium are listed in the Appendix section.

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# Implementing Differentiated Nursing Practice Transformation By Design

**Rose Arny**



## **Implementing Differentiated Nursing Practice Transformation By Design:**

Implementing Differentiated Nursing Practice JoEllen Goertz Koerner, Kathryn Linda Karpiuk, 1994 Nursing **Nursing Case Management** Elaine Cohen, Toni G. Cesta, 2004-08-26 This classic resource offers complete coverage of nursing case management from theoretical background and historical perspective to practical applications and how the field is changing to meet the challenges of today's health care environment. It focuses on the implementation of various case management models used throughout the United States and abroad. Key topics include the impact of public policy on health care, understanding the effects of health care reimbursement and its application at the patient level, throughput and capacity management, the impact of the revenue cycle, compliance and regulatory issues, and principles needed to improve case manager/client interaction. This helpful resource is designed to help nurse case managers assess their organization's readiness for case management, prepare and implement a plan to achieve necessary improvements, and evaluate the plan's success. Includes numerous proven case management models currently being used in institutions across the country. Organized to take the nursing case manager on a journey from the historical development of nursing case management to the successful implementation of a case management program. Offers detailed guidance for planning, implementing, and evaluating a case management program. Outlines the planning process with information on key topics such as analysis of the organization, the role of the organization's members, selection criteria for new case managers, case management education, credentialing, and partnerships. Features guidelines for implementing a case management program with information on ethical issues, technology, compliance, and regulatory issues. Addresses the evaluation component of developing and implementing a case management program by presenting information on outcomes, research, documentation, continuous quality improvement, measuring cost effectiveness, care continuum, and evidence-based practice. Presents acute care and community-based models of case management. Highlights the evolution of collaborative models of case management, addressing key elements of joint decision making, shared accountability, and interdisciplinary systems of care. Addresses health care delivery through case management and public policy by presenting current legislative issues and their affect on both health care reimbursement and the application of care at the patient level. Presents the insights, experiences, and advice of nursing administrators who have researched and successfully implemented nursing case management programs in various facilities. *Nursing Leadership* Harriet R. Feldman, G. Rumay Alexander, 2011-12-19 Print CourseSmart **The Nurse's Guide to Managed Care** Susan Odegaard Turner, 1999 An essential reference for nursing students in developing and implementing the competencies necessary in caring for critically ill patients. Synergy for Clinical Excellence The AACN Synergy Model for Patient Care enhances the understanding of The Synergy Model in practice. Based on a decade of work by the American Association of Critical Care Nurses, the text encompasses the history and development of the nurse and patient characteristic inherent in The Synergy Model and then thoroughly addresses each characteristic individually and applies the

model in practice Includes sample test questions relevant to the model that will assist nursing students in preparing for certification through AACN and provide further examples of the integration of the Synergy Model in practice      **Parish Nursing** Phyllis Ann Solari-Twadell, Mary Ann McDermott, 1999-01-11 Provides a variety of perspectives on faith community nursing roles and practice      **Case Studies in Nursing Case Management** Suzanne Smith Blancett, Dominick L. Flarey, 1996 Case Studies in Nursing Case Management provides portrayals of health care organizations around the nation that have successfully implemented case management programs It reports on how case management is being used in inpatient ambulatory operating room intensive care home health and subacute settings Specific populations such as pediatric maternity dialysis geriatric psychiatric and AIDS HIV patients are also addressed Case managers roles in managed care and community based settings as well as in insurance companies are described      **Nurse Case Management in the 21st Century** Elaine Liebman Cohen, 1996 The professional contributors to this nursing case management guide offer a personal and birds eye view of the development planning implementation cost effectiveness and evaluation of care programs They emphasize the client nurse partnership and advocate for nurses to work politically for the enhancement of health care delivery services Their experiences encompass a variety of situations and environments from rural to urban AIDS care management to chronic disease care The book design follows a how to concept large size bold headings easily read text Annotation copyright by Book News Inc Portland OR      The Nursing Shortage Harriet R. Feldman, PhD, RN, FAAN, 2003-08-12 This book presents an overview of innovative initiatives to combat the nursing shortage that are being pioneered in a number of states schools of nursing and health care institutions Among the strategies described are preceptor and mentoring arrangements scholarship work payback agreements private and public funding initiatives to support the education of future nurses and service education partnership models An international perspective is added by a chapter on initiatives in a hospital in Iceland      **California's Framework for Competency-based Role Differentiation in Nursing** California Strategic Planning Committee for Nursing. Education/Industry Interface Work Group, 1999      *Clinical Leadership in Nursing* Judith Rocchiccioli, Mary Sayre Tilbury, 1998 This text provides the leadership and management skills that nurses need to succeed in today's changing healthcare environment It cultivates proficiency in fiscal management supervision and delegation case management information systems legal and ethical principles cultural diversity group process quality management and much more A focus on the managed care environment equips readers with the particular skills and competencies that it requires And a wealth of learning tools including research boxes learning activities case studies and discussion questions help to promote mastery of the material      **Nursing in Today's World** Janice Rider Ellis, Celia Love Hartley, 1998 The Sixth Edition of one of the most widely used books in issues and trends has the information and tools your students will need to succeed as professionals in the real world Understandable highly readable compact and easy to use this edition has been completely updated to reflect the newest information trends and changes in the healthcare system Current

coverage includes the issues that will affect nursing now and in the future including Functioning in the managed care environment and the use of critical pathways The changing power and political roles of insurance companies and trends toward triaging health care and financial limits on health care Collaborative care and the demands of interdisciplinary practice Community based practice and decentralization of health care service Working with unlicensed assistive personnel and the changing employment scene

**Health Care Management**, 2002      **Leadership and Management in Nursing** Anita Ward Finkelman, 2006 A first of its kind this groundbreaking book combines print and interactive resources that provide nursing students with the most effective learning experiences Leadership in Nursing consists of chapters that emphasize interactive learning by interweaving internet based activities to encourage student involvement and critical thinking Leadership in Nursing Principles and Practices is the first resource that combines the most up to date leadership and management content with interactive application based activities ensuring that nurses are prepared to lead and manage in today's healthcare environment

Leading and Managing in Nursing Pat S. Yoder Wise, 1999 Leading and Managing in Nursing offers current comprehensive coverage of concepts and principles using real world examples from a variety of healthcare settings to bring these concepts to life This second edition addresses realities of today's practice and discusses delegation working with larger groups communication and collaboration budget management staff development resource management and the healthcare consumer

Hospital Literature Index, 1994      **Evaluation of Health Care Quality in Advanced Practice Nursing** Joanne V. Hickey, Christine A. Brosnan, 2012-02-28 Print CourseSmart      **Advanced Practice Nursing** Ann B. Hamric, PhD, RN, FAAN, Charlene M. Hanson, Mary Fran Tracy, Eileen T. O'Grady, PhD, RN, ANP, 2013-07-18 Addressing all major advanced practice nursing competencies roles and issues Advanced Practice Nursing An Integrative Approach 5th Edition provides a clear comprehensive and current introduction to APN today It applies APN core competencies to the major APN roles including the burgeoning Nurse Practitioner role and covers topics ranging from the evolution of APN to evidence based practice leadership ethical decision making and health policy This edition includes a new chapter on the international development of APN new and enhanced illustrations and a colorful new reader friendly format for improved readability From internationally known APN experts Ann Hamric Charlene Hanson Mary Fran Tracy and Eileen O'Grady along with a host of internationally recognized APN contributors Advanced Practice Nursing introduces you to APN and helps you identify an APN role develop key competencies for that role and succeed as an APN Coverage of APN core competencies defines and describes all competencies including direct clinical practice guidance and coaching consultation evidence based practice EBP leadership collaboration and ethical decision making Operationalizes and applies APN core competencies to the major APN specialties including the Clinical Nurse Specialist the Primary Care Nurse Practitioner the Acute Care Nurse Practitioner the Certified Nurse Midwife and the Certified Registered Nurse Anesthetist Content on managing APN environments addresses such factors as business planning and reimbursement marketing negotiating and

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Advanced Practice Nursing - E-Book Ann B. Hamric, Charlene M. Hanson, Mary Fran Tracy, Eileen T. O'Grady, 2013-07-01 Addressing all major advanced practice nursing competencies roles and issues Advanced Practice Nursing An Integrative Approach 5th Edition provides a clear comprehensive and current introduction to APN today It applies APN core competencies to the major APN roles including the burgeoning Nurse Practitioner role and covers topics ranging from the evolution of APN to evidence based practice leadership ethical decision making and health policy This edition includes a new chapter on the international development of APN new and enhanced illustrations and a colorful new reader friendly format for improved readability From internationally known APN experts Ann Hamric Charlene Hanson Mary Fran Tracy and Eileen O Grady along with a host of internationally recognized APN contributors Advanced Practice Nursing introduces you to APN and helps you identify an APN role develop key competencies for that role and succeed as an APN Coverage of APN core competencies defines and describes all competencies including direct clinical practice guidance and coaching consultation evidence based practice EBP leadership collaboration and ethical decision making Operationalizes and applies APN core competencies to the major APN specialties including the Clinical Nurse Specialist the Primary Care Nurse Practitioner the Acute Care Nurse Practitioner the Certified Nurse Midwife and the Certified Registered Nurse Anesthetist Content on managing APN environments addresses such factors as business planning and reimbursement marketing negotiating and contracting regulatory legal and credentialing requirements health policy issues and nursing outcomes and performance improvement research Unique Exemplar boxes

provide real life scenarios showing APN competencies in action In depth discussions of educational strategies show how nurses develop competencies as they progress into advanced practice Discussions of APN role development clearly explain the career trajectory that you can anticipate as you transition to advanced practice     **Forthcoming Books** Rose Army,2002-02     **Subject Guide to Books in Print** ,1991

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