



Lippincott Nurse Editor's Roundtable: The Future of Nursing

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This paper aims to address growing attention being paid inside and outside the nursing community to how the profession can provide better, more informed, and more efficient care as the needs of patients evolve and likely increase with the advent of significant healthcare reform in the United States.

In doing so, the paper outlines the major themes, conclusions, and industry recommendations of a widely read report, *The Future of Nursing: Leading Change, Advancing Health*; and presents the opinions and reactions to the report—including how its findings may impact the day-to-day activities of nurses in practice, education, and administration—of six (6) key opinion leaders in nursing publishing. This paper is based on a live webcast, **Lippincott Nurse Editor's Roundtable: The Future of Nursing**, which was sponsored by Ovid (see below for more details on the webcast) and broadcast March 22, 2011.

The six opinion leaders who participated in the webcast include:

- **Anne Dabrow Woods**, MSN, RN, CRNP, ANP-BC, Chief Nurse of Lippincott Williams & Wilkins and Ovid, and publisher of *AJN: American Journal of Nursing and Nursing 2011*
- **Maureen "Shawn" Kennedy**, MA, RN; Editor-in-Chief of *AJN: American Journal of Nursing*
- **Richard Hader**, PhD, NE-BC, RN, CHE, CPHQ, FAAN, Editor-in-Chief of *Nursing Management* and Senior Vice-President and Chief Nursing Officer of Meridian Health System

- **Janet Fulton**, PhD, RN, Editor-in-Chief of *Clinical Nurse Specialist* and Associate Professor at Indiana University
- **Jamesetta Newland**, PhD, FNP-BC, FAANP, DP-NAP, Editor-in-Chief of *The Nurse Practitioner* and Clinical Associate Professor at New York University
- **Suzanne Smith**, EdD, RN, FAAN, Editor-in-Chief of *Journal of Nursing Administration* and *Nurse Educator*

About *The Future of Nursing: Leading Change, Advancing Health* Report

Published in 2010 after a two-year research effort between the **Institute of Medicine** and the **Robert Wood Johnson Foundation**, the report is part of a larger initiative that aims to better position nurses as the largest single group of healthcare providers in the United States, to lead efforts within the healthcare community to respond to healthcare reform. The report was conceived and championed by, among others, **Donna Shalala**, President of the University of Miami, Coral Gables, FL (and former United States Secretary of Health & Human Services) and **Linda Burnes Bolton**, Vice President and Chief Nursing Officer at Cedars-Sinai Health System. Eighteen distinguished leaders in nursing practice and academia, as well as in business, and health policy (including non-nurses).

Visit www.thefutureofnursing.org to download the report).



Findings and Recommendations

Based on its research findings, the report outlines four (4) major objectives, as well as eight (8) associated practical recommendations for the nursing community to put those objectives into action.

Objectives

1. Maximizing education and training in their practice
2. Pursuing higher levels of education through a transformed life-long learning system for nurses
3. Asserting themselves as full partners with physicians and other healthcare professionals in re-designing healthcare practices
4. Improving workforce planning and policy making, based on better data collection practices and a sound informational infrastructure

Recommendations

1. Remove the scope of practice barriers, particularly for advanced practice nurses
2. Work closely with physicians and other healthcare professionals to conduct research and redesign and improve practice environments and health systems
3. Establish nurse residency programs (similar to physician residency programs) when nurses are transitioning from pre-licensure degrees or into a new practice area
4. Increase the proportion of nurses with a baccalaureate degree to 80% (from the current rate of 50%) by 2020
5. Double the number of nurses with a PhD by 2020
6. Ensure that nurses, students, and faculty engage in lifelong learning to gain the competencies needed to provide care for diverse populations across their professional lifespan
7. Prepare and enable nurses to lead change and advance health

8. Build an infrastructure for the collection and analysis of inter-professional health care workforce data, in collaboration with nursing workforce centers and federal and state governmental entities

Impacting Work

The report was intended to not simply sit on the shelf, but to affect and guide how nurses will be expected to move the profession forward. How will the recommendations affect patient outcomes? What are the financial constraints and aspects of adding more educated nurses to hospital and health center staff? How will nurses be expected to tackle enormous increases in patients eligible for care?

See below for some thoughts from six key opinion leaders in nursing publishing on what this initiative and the report means for nurses of every function and type—in practice, education, and administration—and how they will be asked to adapt in order to effectively do their work.

Staff Nurses (including nurses at the point of care, in the home, in nursing homes)

Self-Awareness - Staff nurses need to understand that the initiative is geared not only to nurse practitioners, but to all types of nurses.

Empowerment - Staff nurses are going to be expected—and already have demonstrated the ability—to take on leadership roles in addressing scope of practice issues in hospitals and health centers, and need to be encouraged to take a more active role in offering their opinions as to what they think are priorities in care.

Adapting Best Practices - Protocols and algorithms such as those established and used by ICUs and Critical Care Units can and should be adopted for pain management, chronic management, and acute care management by nurses in homes and hospitals.



Advanced Practice Nurses

Empowerment

Nurses are often those most affecting a patient's progress and should be empowered to take a more decisive role in providing care, as well as in devising policy and advocacy work. They will also be expected to make patient care decisions based on that patient's ability to pay. However, this also gives them an excellent opportunity to lead an inter-professional team.

Collaboration

Currently, agreements with physicians and variations in state licensing and regulation are very restrictive for nurses who want to move from state to state. Banding together with other organizations and groups can affect changes in legislation to remedy those restrictions, especially as more healthcare consumers (as many as 30-40 million) become eligible for primary care. Collaboration can also benefit how nurses serve the patient population; e.g., advanced practice nurses and clinical nurse specialists coordinating inpatient and outpatient care.

Financial Considerations

Advanced practice nurses, nurse practitioners and clinical nurse specialists are often billed as part of regular patient cost, and thus it's difficult to identify how they affect outcomes. As more and more hospitals and centers look to avoid costs it will be difficult for nurses to change that. However, one area where nurses can contribute to cost reduction is wellness. Their holistic training emphasizes disease prevention and good health promotion, which can help transform the current healthcare system and make a healthier population, reducing costs.

Public Advocacy

Nurses have an opportunity to act as pioneers in reaching out to healthcare consumers to solicit from the public at large what they're looking for from practitioners, in either a primary care or hospital setting.

Nurse Managers and Administrators

Empowerment

Nurse managers, Chief Nursing Officers, and other nurse executives can create a culture of empowerment that includes actual structures and guidelines, so nurses learn to think beyond their traditional roles and feel comfortable making certain decisions. Staff motivation, as well as imparting their own leadership skills, is key. Managers can also use their influence at hospitals and health systems to strive for more clinical integration, more accountable care organizations, streamlined protocols and guidelines, and evidence-based practice.

Collaboration

Partnering with nurse educators and local academic institutions to develop programs—such as joint academic and practice appointments or adjunct positions—that are accessible for nursing staff can help the goal of increasing baccalaureate-prepared nurses. Working with hospital foundation leadership can identify target donors from the patient local communities and convince them of the value of supporting nursing education as an effective and worthwhile philanthropic activity.

Financial Considerations

Nurse administrators, as well as hospital management, must create and promote economic incentives, such as tuition reimbursements/scholarships and long-term salary compensation, for nurses to return to school.

Public Advocacy

There is an opportunity to be more active in their local community to promote the nursing as a profession that supports community wellness and health.



Nurse Educators

Patient Outcomes Focus

Current trend toward competency-based education, which fosters a seamless progression from academia to the workforce, will likely continue. However, there are already numerous guiding reports from national organizations that address the educational issues in the report. One example is the National Library of Medicine's 2010 outcomes and competencies report, which is an excellent framework for competency-based education.

Empowerment

Some nursing organizations, like the American Association of Colleges of Nursing (AACN) in its 2011 draft, are already seeing the need for dramatic and evolutionary changes in master's level and graduate education.

Financial Considerations

Underlying the specific educational goals of the report are hard questions on where the money will come from to fund new degreed nurses. Scholarships? Grants? Will students be expected to pay out of their own pockets?

Collaboration

Partnerships with hospitals and nurse executives at healthcare centers should be encouraged to enable nurses—financially and professionally—to get an advanced education.

Informing and Educating the Nursing Community

Disseminating the report and what it means to the nursing community is critical to the success of the Future of Nursing Initiative. The leading nursing journals below all featured stories and information about the report upon its release in 2010, and have committed in 2011 to inform and educate their readership through articles, editorials, and more (please note that editorial calendars are subject to change).

AJN: American Journal of Nursing

- Guest editorial by Sue Hassmiller, Robert Wood Johnson Senior Adviser for Nursing, and summary analysis of the report shortly after its publication in 2010
- Ongoing analysis of the report and commentary from nursing leaders, staff nurses, clinical specialists, and others impacted, as well as reports from regional action coalition teams
- Ongoing reporting on nurse-led, quality improvement programs in hospitals
- February 2011: Editor-in-Chief report on the Campaign for Action, which is tasked with implementing the report
- March 2011: article on how nursing leaders are developed; blog post from clinical editor
- June 2011: guest editorial by Kristine Gebbie, Professor of Nursing at Columbia University and former Clinton administration AIDS "czar"
- August 2011: report from a hospital in Pennsylvania on a nurse-led program that reduced catheter infections
- Free report available online (<http://journals.lww.com/ajnonline>) on Transforming Care at the Bedside, a hospital initiative led by staff nurses

Nursing Management

- Initial article after report's publication describing the report and its implications for nurse administrators and managers
- Five-part series, scheduled for March-July 2011, addressing the eight recommendations and offering key strategies for nurse leaders
- Upcoming articles authored by key leaders, including Tim Porter-O'Grady and Joyce Sensmeier, Vice President of Informatics for the Healthcare Information and Management Society



Nurse Practitioner

- December 2010 editorial summarizing the report
- 2011 annual legislative update scheduled to cover barriers to practice
- 2011 Legal File and Advocacy in Practice sections to address issues in the report
- New "Education Matters" column to raise clinician awareness of the importance of ongoing education and training
- Second annual Doctor of Nursing Practice (DNP) issue will urge students to become more active and knowledgeable with issues affecting the profession

Journal of Nursing Administration and Nurse Educator

- Ongoing focus on actual, proven data-based intervention strategies with outcomes data
- Spotlights of individuals implementing aspects that bring to life the report's recommendations
- All manuscript authors are being asked to address the report's recommendations if applicable to their topic
- Quick polls currently on journal websites gauge reader awareness of an plans for addressing the report
- Currently soliciting manuscripts and ideas for articles regarding the report and the recommendations

Clinical Nurse Specialist

- 2010 articles focused on leading changes in evidence-based practice, the Magnet initiative, bringing technology to the bedside, and effective use of data
- Upcoming articles to address models for clinical care and how they can be applied to improve practice
- Ongoing attention to the issue of addressing the barriers to Clinical Nurse Specialist practice

- Blog currently on the Clinical Nurse Specialist website devoted to the APRN, the national effort to streamline how advanced practice nurses are recognized and credentialed

About the Webcast

Lippincott **Nurse Editor's Roundtable: The Future of Nursing** was broadcast March 22, 2010 to a live audience of more than 1,300 nursing professionals all over the world. To view the archived webcast (available through March 2012) or listen to a podcast version, visit the Ovid Resource Center at <http://resourcecenter.ovid.com>.

Nursing Resources from LWW and Ovid

The following are the websites for the nursing journals from LWW referenced in this report:

- **AJN: American Journal of Nursing** - <http://journals.lww.com/ajnonline>
- **Nursing 2011** - <http://journals.lww.com/nursing>
- **Nursing Management** - <http://journals.lww.com/nursingmanagement>
- **Journal of Nursing Administration** - <http://journals.lww.com/jonajournal>
- **Nurse Educator** - <http://journals.lww.com/nurseeducatoronline>
- **Clinical Nurse Specialist** - <http://journals.lww.com/cns-journal>
- **Nurse Practitioner** - <http://journals.lww.com/tnpj>

Additional resources include:

- www.nursingcenter.com to sign up for Lippincott NursingCenter eNews, a free e-newsletter delivered every other week, packed with time-saving clinical and topical news, research findings, new CE's and articles, job opportunities, updates, and more.
- www.ovid.com/nursing for more information about Nursing@Ovid and the books, journals and databases available for subscription and purchase at your institution.



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Lippincott Williams & Wilkins (LWW) is a leading international publisher for healthcare professionals and students with nearly 300 periodicals and 1,500 books in more than 100 disciplines published under the LWW brand, as well as content-based sites and online corporate and customer services. LWW journals partners with the world's leading medical societies, nursing and health professions associations to help them innovate content strategies in print and online.

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