

Week 3: Collaboration Cafe: Professional Practice Models

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An important element of delivery of nursing care is the professional practice model (PPM) within which it is framed. These models define the structures and processes within which care is given. It can delineate the degree of autonomy within which nurses can practice that leads to higher quality of care. While these frameworks are informed by nursing, organizations must support implementing these models.

Regardless of the type of facility, nursing practice should be framed within a specific nursing professional practice model. Most PPM have components that include the nursing vision/values, nursing practice standards, teamwork, recognition and advancement, evidence-based practice/research, nursing care delivery model, shared decision-making, and some type of reflective practice.

For this collaboration:

- **Compare two different professional practice models in nursing. Share which PPM attracts you more than others and why.**
- **Describe your organization's PPM and evidence of the components listed in the discussion prompt.**
- **Talk about how the organization could address gaps in the model you've discovered.**
- **How might you lead the initiative?**

Good morning All,

1. An institution representation of how nurses coordinate to offer the best care is known as a professional practice model (PPM). PPMs are believed to be a first stage in quality patient care and a prerequisite for designation. Magnet nursing and pathway to excellence models both have exceptional attributes. The Pathway to Excellence program focuses a lot of emphasis on supporting work environments that inspire motivated employees. The route evaluates nurses' engagement and examines how this has led to better outcomes. Magnet companies have healthy work environments that promote high standards of professionalism. This model encourages a system that provides systematic and ethical care. While both practice models offer appealing features, the Pathway to Excellence model is the more alluring model in my opinion. Retention rates, worker satisfaction, effectiveness, and better patient experiences are influenced by pathway standards.

2. Employees at my organization are governed by the teachings of Christ, as it is a Catholic facility. Executives have developed three competencies to guide their professional pathway. These include foundational, service, and stewardship (Arceneaux et al., 2004). Employees should utilize their abilities, resources, and skills to further the organization's goal. Staff are expected to be aware of, embody, and further objectives by their deeds and positive attitudes. Personnel should treat patients with kindness, dignity, and compassion across exchanges.

3. One of the suggested readings for this week described how their facility incorporated the professional pathway model at a specific facility. In this article, Al- Ruzziah and Ayaad (2020) provided the following information: nursing leadership made the decision to include nurses at all levels in the development of the nursing PPM. The PPM was initially developed by a group of 12 nurses, comprising nursing administration and clinical nurses. Before it was finalized, the draft PPM was sent through work email to all nurses for comments. I found this approach to be one way in which my facility could improve their efforts to implement their PPM. My facility solely utilized upper management in developing this assessment. Additionally, these competencies are planned to be incorporated into employee evaluations. Little to no input was acquired from nursing staff.

4. In order to lead this initiative, it is important to include nursing staff in the decision-making process. I like that the above facility used nurses on the front line to develop their model. Leading this initiative, I would also adopt this practice. The input of the individuals who work in the environment day to day cannot be devalued. Often, executives either have forgotten what it was like to work in direct care or have never worked in patient care, bringing only a corporate mentality.

-Stacy

Al-Ruzzieh, & Ayaad, O. (2020). Nursing Professional Practice Model: Development, Implementation, and Evaluation at an International Specialized Cancer Center. *The Journal of Nursing Administration*, 50(11), 562–564. <https://doi.org/10.1097/NNA.0000000000000937>

Arceneaux, B., Finan, J. J., & Heine, C. (2004). A pathway to franciscan excellence. Retrieved from: www.chausa.org. <https://www.chausa.org/publications/health-progress/article/january-february-2004/a-pathway-to-franciscan-excellence>

Good afternoon Amanda and Class,

PPMs direct how nurses continuously improve. Depending on the organizational practices, there are several approaches to execute service. PPMs, which specify responsibilities and drive best practices in healthcare settings, are fundamental to patient care. Magnet designation and SG are two popular PPMs. SG provides nurses more independence and a voice to implement change. The opportunity for nurses to make decisions that affect their work is alluring. The administrators of these organizations operate professionally. The suggestions made by staff are valued by their executives, and they exhibit professionalism by recognizing effort, thus improving hospital's attractiveness. Magnet models put an emphasis on nurse autonomy and implementation of quality standards. Bloemhof et al (2021) determined that treatments based on the Magnet guidelines were applied at a Dutch hospital, which improved employee satisfaction and patients' opinions on the level of care. It is possible to employ a PPM to improve the working circumstances for nurses. Although there are few Magnet hospitals in Europe, this study highlights the need of implementing the ideas to promote a supportive workplace for nurses. Magnet facilities incorporate professional practice norms. Such criteria are designed to ensure effective working conditions for nurses.

-Stacy

Bloemhof, J., Knol, J., Van Rijn, M., & Buurman, B. M. (2021). The implementation of a professional practice model to improve the nurse work environment in a Dutch hospital: A quasi-experimental study. *Journal of Advanced Nursing*, 77, Pg4919–Pg4934. Retrieved from: <https://researchinformation.amsterdamumc.org/en/publications/the-implementation-of-a-professional-practice-model-to-improve-th>

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- Professional practice models (PPM) in nursing provide a basic framework for nursing practice that define the scope of nursing care and how that care is provided. There are countless PPMs, and most large healthcare organizations will actually create their own model. This discussion post is going to examine and compare two models: the John Hopkins Hospital Nursing Professional Practice Model and the Professional Nursing Practice Model of Piedmont Hospital.
 - 1. John Hopkins Hospital Nursing Professional Practice Model: This particular model is broken down into four distinct components. Their model focuses on patient and family centered care, interprofessional collaboration, autonomy and accountability, and practice excellence.
 - 2. Professional Nursing Practice Model of Piedmont Hospital: This model focuses on four key areas as well, however, they are quite different and include the attributes of the nurse, the patient, the nurse/patient relationship, and health. This model focuses more on set "attributes" and characteristics like critical thinking, holistic care, and accountability.

- I currently am employed by a small hospital that belongs under the Piedmont "umbrella," and to say that I was disappointed while researching their nursing PPM would be a bit of an understatement. Compared to the Hopkins model, the Piedmont model is severely lacking clear and defined methods for HOW nursing can achieve or demonstrate the standards outlined. The John Hopkins model differs from that greatly in that it provides a component and then lists how these components are met or achieved. For example, one of the components is practice excellence. John Hopkins provides specific measurable ways in which practice excellence is achieved (i.e. continuous learning, paths for job advancement, and even a video demonstration of how this has been achieved in the past). It is not enough to simply state what you wish to achieve, but how you plan to achieve it and what is being done currently to support those goals.
- In order for Piedmont to improve their model, their current key areas need to be examined, and honestly, changed entirely. It is in need of a serious remodel. The model they attempted to provide does nothing other than state what a good nurse should be, or what a responsible patient looks like. Professional practice models should add to, and extend beyond what a good nurse should be by providing ways in which nurses can excel and elevate their professional practice. Based on my own personal knowledge about the organization, they simply are not giving themselves the credit they deserve. There is much more being done than what their model demonstrates. For example, recognition and advancement are two common themes for PPMs, and Piedmont has multiple awards systems in place that provide substantial incentives and rewards for nurses that consistently provide quality care. To summarize, I simply think that whoever coordinated and planned their PPM website page did a very poor job and might not have understood exactly what they were trying to convey to the general nursing population.
- [professional-practice-model.pdf](#) [Download professional-practice- model.pdf](#)
- (I've attached the John Hopkins PPM to illustrate how thought out and well done it is)
- [ReplyReply to Comment](#)
 - [Collapse SubdiscussionGeena Hundley](#)

Geena Hundley

Sep 16, 2022Sep 16 at 12:57pm

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Mary,

The professional practice model for John Hopkins Hospital is simple and straightforward. Many organizations strive to identify multiple categories where their care exceeds expectations. This can be challenging, as focusing on too many things can lead to failures. Thus, the model you described focuses on four domains of patient care, and they achieve excellence in these areas.

How would you change the PPM website to reflect the achievements of Piedmont Hospital in a way that is accurate, simple, and informational? I agree that presentation of material online is the reflection of an institution to potential staff and patients. You want to make sure that important information is highlighted and supported with evidence.

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- [Collapse Subdiscussion](#)[Mary Wolven](#)

Mary Wolven

Sep 17, 2022 Sep 17 at 6:31pm

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In order to present a PPM that adequately highlights some of Piedmont's achievements I would highlight and focus on their support for continuing education and practice excellence. Piedmont, as well as many other local hospitals, offer incentives and reimbursements for nurses that want to advance from an associate's degree to a bachelor's or from a bachelors to a master's degree. Additionally, they encourage certifications and celebrate nurses that have already achieved a certification. When I initially started as a traveler at one of the Piedmont locations, they even gave me a gift for certified nurses day, even though I was not core staff. They take the time to really celebrate and honor nurses achievements. Another area that I would choose to highlight would be teamwork. Piedmont works avidly to enhance communication and collaboration between disciplines. They do this through IDT (interdisciplinary rounding teams) and different practice councils (composed of leaders from across all different practices including nurses).

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- [Collapse Subdiscussion](#)[La-Toya Newell](#)

La-Toya Newell

Sep 19, 2022 Sep 19 at 9:53pm

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Hi Mary,

I agree, John Hopkins PPM is straight forward and can be easily interpreted in my opinion. It is simple terms that is used within nursing practice and is not overly emphasized. You can literally take the components and expand easily off the provided expansion. John Hopkins is also a well known hospital who has raving reviews, I believe I am biased to a degree. Now that we have learned about the professional practice model, it hard to hear that the organization does not have a official PPM. I believe going forward, when searching for my next job or career, the knowledge I have gained from our courses I will use heavily. Not being able to identify the professional practice model would have me weary to apply there. It is something I would want to obtain easily when researching, and have relatable informational. Or, I suppose you could enter the profession with the ambition of making change. Interesting post!

La-Toya

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- [Collapse Subdiscussion](#)[Stacy Pee](#)

Stacy Pee

Sep 11, 2022 Sep 11 at 8:37am

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9. -Stacy
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Cancer Center. *The Journal of Nursing Administration*, 50(11), 562-564.
<https://doi.org/10.1097/NNA.0000000000000937>

11. Arceneaux, B., Finan, J. J., & Heine, C. (2004). A pathway to franciscan excellence. Retrieved from: www.chausa.org.
<https://www.chausa.org/publications/health-progress/article/january-february-2004/a-pathway-to-franciscan-excellence>
12. [ReplyReply to Comment](#)
 - [Collapse SubdiscussionStephanie Turner](#)

Stephanie Turner

Sep 12, 2022Sep 12 at 12:36pm

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Hello Class,

Week 3 already? Time is moving quickly!

In your exploration so far, you have differentiated the types of organizational structures and how they function, taken a deeper look into patient care delivery models, and discussed how they are all related to quality healthcare. This week, you will focus on specific models for designing organizational operations within the structure and how they relate to becoming a designated Magnet facility or facility of excellence. In addition, you will discover the impact of that designation on the healthcare system, facility, and the community.

Course outcomes 4 and 5 will be addressed through the following weekly objectives.

- Weekly Objectives
 - Examine the utilization of shared governance within healthcare. (CO 4)
 - Evaluate the utilization of shared governance within healthcare. (CO 4)
 - Examine effective organizational communication strategies within healthcare. (CO 5)
 - Utilize effective organizational communication strategies within healthcare. (CO 5)
- See you in the threads.
- [ReplyReply to Comment](#)
- [Collapse SubdiscussionSixtina Climer](#)

Sixtina Climer

Sep 12, 2022 Sep 12 at 8:59pm

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Dr. Turner and Class,

Professional practice models (PPMs) play important roles in the nursing practice, they are the building blocks to the nursing practice. They help with the nursing structure as they give guidance to the way nurses communicate, collaborate, and support the autonomy that is needed for them to provide the best quality care to their patients (Bloemhof, et al., 2021; Marquis, B.L., & Huston, C. J. 2021). Furthermore, PPMs promote organization mission and vision, professionalism, strengthen interprofessional communications, and foster a positive work environment (Cordo & Hill-Rodriguez 2017).

Leadership and collaborative practice are two of the different models that can be used to improve patient and family outcomes. According to Cordo & Hill-Rodriguez (2017) when leadership is supported in PPMs, it becomes the "lens through which nurses see themselves" (p. 325). Furthermore, it provides a guideline for decision-making which I believe is necessary for the improvement of patient quality and safety. Interprofessional collaboration is the collaboration of many different health care providers working together to provide patient care Selleck et al., (2016). Many organizations strive to be recognized for improving patient outcomes whether it is by the magnet recognition or the pathway to excellence model which my institution is part of. While goals are being set for changes by those in higher positions at the hospital, not much support is being provided or opportunity given for those staff members who work closest to the patients. To close those gaps, it is important to take the initiative by allowing staff members to have a voice and give their opinion how changes can be made as this can lead to improvement of the professional practice and patient outcomes .

References:

Bloemhof, J., Knol, J., Van Rijn, M., & Buurman, B. M. (2021). The implementation of a professional practice model to improve the nurse work environment in a Dutch hospital: A quasi-experimental study. *Journal of Advanced Nursing*, 77, 4919- 4934.

<https://doi.org/10.1111/jan.15052>  [Links to an external site.](#)

Cordo, J., & Hill-Rodriguez, D. (2017). The evolution of a nursing professional practice model through leadership support of clinical nurse engagement, empowerment, and shared decision making, *Nurse Leader*, 15(5): 325-330. <https://doi.org/10.1016/j.mnl.2017.07.009>

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Selleck, C. S., Fifolt, M., Burkart, H., Frank, J. S., Curry, W. A., & Hites, L. S. (2017). Providing primary care using an interprofessional collaborative practice model: What clinicians have learned. *Journal of professional nursing: official journal of the American Association of Colleges of Nursing*, 33(6), 410-416.
<https://doi.org/10.1016/j.profnurs.2016.11.004>

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- [Collapse Subdiscussion Nicole Altman](#)

Nicole Altman

Sep 13, 2022 Sep 13 at 5:54pm

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Dr. T and class,

Professional Practice Models (PPMs) are models that guide the professional development of nurses. The various models include leadership, nurses' independent and collaborative practice; environment, nurse development and reward, research/innovation, and patient outcomes. The two professional practice models I will be comparing are the magnet recognition model and shared governance. The magnet model focuses on transformational leadership, nurse empowerment, and empirical quality results. Although the shared governance also focuses on nurse empowerment, it goes a step further allowing nurses to set goals for the team and have more autonomy. Lack of autonomy is associated with nurse burnout, dissatisfaction, turnover, and moral distress, as well as diminished nurse-physician collaboration (Orton, 2021). Nurses exercise more autonomy in this model because decisions that directly affect nursing are made by nurses rather than by leadership who won't be doing the work.

The shared governance model is associated with the servant leadership style rather than the transformational leadership style that is used in the magnet model. In shared governance, the nurse leader's role is to provide resources, support, and guidelines around decisions to be made by those closest to the work (Orton, 2021). In transformational leadership the leader's role is encourage nurses while facilitating innovation and change. The shared governance model attracts me more than the magnet recognition model. It is most appealing that nurses are able to make more decisions that affect their work. Decisions often seem top down and they do not consider what it will be like for the nurses to carry out the new policies and procedures.

My organization's PPM is the magnet recognition model. Being recognized as a magnet hospital correlates with lower nurse turnover rates and higher levels of satisfaction with work. Our hospital recognizes nurses and encourages evidence-based research with our RN-CAP program. It compensates nurses who are certified, contribute to research, further their education, and are involved on their units and in the organization. My organization can further involve nurses in shared decision making to help address the

gaps in this model. To help give nurses more autonomy I would suggest forming more interdisciplinary committees and involving nurses in all decision-making that will affect them, regardless how small that decision may seem to higher levels of management. For example, management is frequently adding documentation to be completed each shift and although they always point out that it will not take long, the tasks add up and end up becoming time consuming and prevent nurses from spending more time with their patients.

Reference:

Orton. (2021). Supporting nursing autonomy through shared governance. *Nursing Management*, 52(12), 44-46. <https://doi.org/10.1097/01.NUMA.0000800404.94545.fb>

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- [Collapse SubdiscussionJoella Larsen](#)

Joella Larsen

Sep 17, 2022Sep 17 at 11:11pm

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Nicole,

With your hospital being a Magnet hospital do they have shared governance in place? One of the key elements of magnet is to have shared governance in place. I have a great appreciate for shared governance as I have been active in our shared governance in our organization and have seen the changes than can be made by nurses when it is working optimally. As nursing shortages began to increase and then the pandemic shared governance meeting were put on permanent hold. As we began to reconvene shared governance still has not been able to get administrations full support. Senior leaderships support has been minimal and this really has made decision making almost at a stand still. This makes it difficult to keep members as they feel their time is being wasted due to minimal progress with each meeting. All aspects of shared governance have to be working optimally in order to have successful outcome from my experience.

JoElla

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- [Collapse SubdiscussionAmanda lachetta](#)

Amanda lachetta

Sep 18, 2022Sep 18 at 6:40pm

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