KentuckyOne Health™

The Remote Clinical Nurse Specialist: Conquering Change from a Distance

Presented by:
Mary June Cecil, MSN, RN, NEA-BC, RN-BC
and
Celeste Romp, MSN, APRN, CCNS, CCRN-K, RN-BC

Louisville, Kentucky
KentuckyOne Health, Jewish Hospital

- KentuckyOne Health
  - 70 facilities, over 1,400 beds
- Jewish Hospital
  - 462-bed, high-tech tertiary referral center
  - Site of nation's first four hand transplants
  - World's first successful AbioCor™ Implantable Replacement Heart

Background

- Magnet Bound! “Full Steam Ahead” (2009-2012)
  - Great progress in all areas despite challenges
  - frontline staff engagement, positive outcomes
  - increase in research studies and EBP/ QI projects
- Our Clinical Nurse Specialist was leading the way.

.. But we were losing her.

Plan of Action

- Goal - Retain the CNS in a Remote Role
- Proposal: **The Value of the CNS Role**
  - Common goals and accountabilities – weekly reporting
  - Outline Hybrid commitment – % Face Time to Remote Time
  - Identify organizational and reporting structure options
  - Budget/Pay structure: Contract – "Pay for Performance"
  - "Pilot", if necessary, to make the sell

Selling the Plan

- Win-Win for all!
- Risk/Benefit Analysis
  - Too much to lose; so much to gain
    - Shared governance and research symposium
    - Loss of frontline staff engagement
      - »Projects and Continuing Education
- Alignment to strategic goals, mission, vision, and values

Remote out of necessity?

- 44% of CNSs have responsibility for the whole system (CNS Census, 2014)
- CNS moving vs. job realignment
- Sudden greater responsibility
  - Retirements or transitions- not replaced
  - For outlying facilities
  - Mergers

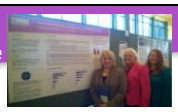
(NACNS, 2014)

Remote roles

- Remote, telecommuting, work form home
  - Since 1980's: Not New
- Healthcare companies hold over 10% of the Top 100 remote jobs
  - United health care, Humana, Aetna
    - 43% of Aetna employees telecommute
- Telehealth increasing

(Shin, 2016; Morgan, 2015)

Meeting the CNS Roles and Responsibilities in a Remote Role



- **CNS Spheres of Influence**
  - **Patients/Family**: Facilitate/coordinate
    - Ex: alarm management, patient and family centered care; flexible visitation
  - **Nurses**: Guide/lead
    - Ex: Education; clinical ladder projects
  - **Systems:** System's priorities are your priorities
    - $$$!!! Must speak to a ROI/ or Cost/Benefit

(NACNS, 2010)

Meeting the CNS Roles and Responsibilities in a Remote Role

- Applying the CNS competencies remotely
  - **Consultant**- Expert knowledge
  - **Systems Leadership-** mission/vision/values
  - **Collaboration**- interdisciplinary
  - **Coaching**- leaders and staff, alike
  - **Research**- turn mountains into speed bumps; cheerleader
  - **Ethical Decision-Making, Moral Agency and Advocacy**
  - **Direct care-** impact through champions/ projects

(NACNS, 2010)

Key Strategies for Success

- **Network "like a boss"**
  - Build rapport, respect, and personal connections
  - Leaders and stakeholders
  - Staff – nurse champions- "on the ground"
  - Make good use of any on-site time
  - Appreciate and thank those that you work with
    - Get familiar with the hospital gift shop and food catering options

Key Strategies for Success

- **Be available and flexible**
  - Respond promptly to all contacts
  - Calls/meetings
  - Project facilitation
- **Attitude is contagious (and sells!)**
  - Is yours worth catching?
  - Can you help? Absolutely!

Key Strategies for Success

- **Get comfortable with technology**
  - Beyond e-mail and phone
    - video conferencing: Skype/FaceTime
    - Webinars
    - Data analysis: spreadsheets, charts, and graphs

Key Strategies for Success

- **Search for barriers and overcome them**
  - Reaching stakeholders who are not “available”
    - Transfer call from the from unit
    - Friendly cell phone text
  - “Meetings” before the meetings
  - “Meetings” after the meetings

Key Strategies for Success

- **Visibility and marketing of output**
  - Regular accountability; daily activities, sent weekly
  - Measure everything! Find the value!
    - What is this work intended to improve?
  - Ensure your contributions are evident- disseminate it!
    - Mass e-mails, congrats, websites, posters, presentations
  - Mentor others to share project outputs

Impact of Remote CNS Role- 5 years

- Research council advisor, mentor chairs, monthly education
- 13 Research Studies- over 30 nurses participated
- 5 EBP/QI projects- over 50 nurse project champions
- Facilitate the Nursing Database of Nurse Quality Indicators (NDNQI) data submission

(http://www.kentuckyonehealth.org/research-and-evidence-based-practice-council)

You can make a difference!

Questions/Contacts

- **Mary June Cecil, MSN, RN, NEA-BC, RN-BC**
  - **MaryJune.Cecil@Deaconess.com**
  - **812-842-3232**
- **Celeste Romp, MSN, APRN, CCNS, CCRN-K, RN-BC**
  - **Celeste.Romp@KentuckyOneHealth.org**
  - **502-802-7397**

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