Synergy: The Unique Relationship between Patients and Nurses

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Objectives

1. Describe how the Synergy Model can be used as a conceptual framework to situate nursing practice within and across healthcare organizations.
2. Describe how the Synergy Model can be incorporated into the practice and evaluation of nursing.
3. Give examples of how the Synergy Model has been implemented on a unit-based and system-wide level.

Our Environment

- Decrease “unnecessary” variation in practice
- Decrease “unnecessary” variation in practice
- Maximize clinical effectiveness
- Minimize errors
- Minimize errors
- Decrease “unnecessary” variation in practice
- Use resources efficiently

The Future of Nursing

Leading Change, Advancing Health

- Nurses should practice to the full extent of their education and training.
- Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
- Nurses should be full partners in redesigning health care in the United States.
- Effective workforce planning and policy making require better data collection and information infrastructure.

IOM 2010

Current “Challenges” in Nursing

- How do we...?
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What Nurses Do …

• “What nursing has to do…is to put the patient in the best condition for nature to act upon him.”

• Nurses create environments that sustain and support the patient’s and family’s capacity to heal.

Florence Nightingale
Notes on Nursing, 1859

“The nurse is temporarily…
the consciousness of the unconscious,
the love of life for the suicidal,
the leg of the amputee,
the eyes of the newly blind,
a means of locomotion for the infant,
knowledge & confidence for the young mother,
the ‘mouthpiece’ for those too weak or withdrawn to speak and so on.”

Virginia Henderson, 1961

What Nurses Do …

Essential Attributes of Nursing
• Pay attention to the full range of human experiences & responses to health & illness.
• Integrate objective data with knowledge gained from understanding the patient’s subjective experience.
• Provide caring relationships that facilitate health and healing.

ANA, Nursing’s Social Policy Statement, 2010

Concerns to Nurses
Patient Characteristics of

1. Puts the patient in the best condition for health
2. Driven by the needs of patients & families
3. Caring relationships that facilitate healing

Essence of Nursing …

What Nurses Do …

ANNA’s Nursing’s Social Policy Statement, 2010

Health:
• Provide caring relationships that facilitate health and healing.

Interactional Relationships
• Understand the patient’s subjective experience.
• Protect the patient’s privacy with knowledge gained from their response to health & illness.
• Pay attention to the full range of human experiences.

Essential Attributes of Nursing

What Nurses Do …

Virginia Henderson, 1961

“With children to speak and so on, the mouthpiece for those too weak or known as the means of expression for the infant, the eyes of the newly blind, the leg of the amputee, the love of life for the suicidal, the consciousness of the unconscious, the nurse is temporarily…”

Nurse’s role in nursing, 1859

Florence Nightingale

Nurses create environments that sustain and support the patient’s and family’s capacity to heal.

“Nurse has to do…is to put the patient in the best condition for action to act upon him…”

What Nurses Do …
### Characteristics of Concern to Nurses

<table>
<thead>
<tr>
<th>Nurse Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clinical Judgment</strong></td>
</tr>
<tr>
<td>Clinical reasoning, which includes clinical decision-making, critical thinking, and a global grasp of the situation, coupled with nursing skills</td>
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### Characteristics of Concern

<table>
<thead>
<tr>
<th>Spectrum of Patient Characteristics</th>
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<tbody>
<tr>
<td><strong>Stability:</strong> Stable to unstable</td>
</tr>
<tr>
<td><strong>Complexity:</strong> Simple to complex</td>
</tr>
<tr>
<td><strong>Predictability:</strong> Predictable to unpredictable</td>
</tr>
<tr>
<td><strong>Resiliency:</strong> Resilient to not resilient</td>
</tr>
<tr>
<td><strong>Vulnerability:</strong> Minimally to highly vulnerable</td>
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<tr>
<td><strong>Participation in Decision-Making:</strong> High to low</td>
</tr>
<tr>
<td><strong>Participation in Care:</strong> High to low</td>
</tr>
<tr>
<td><strong>Resource Availability:</strong> High to low</td>
</tr>
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### Characteristics of Concern to Patients/Families/Programs/Systems

<table>
<thead>
<tr>
<th>Program or System Brings to a Situation</th>
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<tr>
<td>Resource availability: When the patient, aspects of care, participation in decision-making, capacity to engage in care</td>
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### Characteristics of Concern to Nurses

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### Characteristics of Concern

| May adversely affect outcomes, vulnerability: Susceptibility to stressors that include physical, emotional, and psychological states, symptoms (body, family, therapy), complex: Interrelated dimensions of two or more systems, ability to maintain a steady state, **Stability:** Stable to unstable |

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Clinical Inquiry

The ongoing process of questioning and evaluating practice, providing informed practice.

Caring Practices

A constellation of nursing activities which are responsive to the uniqueness of the patient/family/colleague and which create a compassionate and therapeutic environment with the aim of promoting comfort and preventing suffering.

Response to Diversity

The sensitivity to recognize, appreciate and incorporate differences into the provision of care.

Advocacy/Moral Agency

Working on another's behalf and representing the concerns of the patient/family/colleagues. Serves as a moral agent in identifying and helping to resolve ethical concerns within clinical settings.

Collaboration

Working with others to promote and encourage each person's contributions.

The Future of ORL Nursing

Capitalizing on collaboration to facilitate learning and growth.
Systems Thinking

Appreciating the care environment from a perspective that recognizes the holistic interrelationships that exist within and across healthcare systems.

Spectrum of Nurse Competencies

- Clinical Judgment
- Clinical Inquiry
- Caring Practices
- Response to Diversity
- Advocacy/Moral Agency
- Facilitator of Learning
- Collaboration
- Systems Thinking

Expertise

Nursing Continuum

Patient/Unit/System Characteristics

- Stability
- Complexity
- Predictability
- Resiliency
- Vulnerability
- Participation in decision-making
- Participation in care
- Resource availability
- Family's perspective

Synergy

Nurse "fine-tuned" advocacy

Mission

Vision

Values

Healthy Work

Models Delivery Care

Principles

Systems Supportive of Synergized Practice

(a few)

Care Delivery Models

Optimal Outcomes

- Systems Thinking
- Clinical Judgment
- Collaboration
- Facilitation of Learning
- Advocacy/Moral Agency
- Response to Diversity
- Caring Practices
- Systems Thinking

Continuum of Nurse Competencies

- Expert
- Advanced Beginner
- Novice
- Clinical Judgment
- Clinical Inquiry
- Response to Diversity
- Caring Practices
- Advocacy/Moral Agency
- Facilitation of Learning
- Collaboration
- Systems Thinking

Mission

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Healthy Work

Models Delivery Care

Principles

Systems Supportive of Synergized Practice

(a few)
Healthy Work Environments

- Skilled Communication
- True Collaboration
- Effective Decision-Making
- Appropriate Staffing
- Meaningful Recognition
- Authentic Leadership

Magnet - Model Components

- Transformational Leadership
- Structural Empowerment
- New Knowledge, Innovation, & Improvements
- Exemplary Professional Practice
- Effective Decision-Making
- Shared Communication

AACN - Model Components

- Authentic Leadership
- Meaningful Collaboration
- Appropriate Stewardship
- Effective Decision-Making
- Shared Communication
- Healthy Work Environment
The Synergy Model gives voice to what patients collectively need and to what nurses collectively can do.

**Center Nurse-Patient Relationships**

<table>
<thead>
<tr>
<th>Roles</th>
<th>Documentation</th>
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<tbody>
<tr>
<td>Nursing Coordinator</td>
<td>Charting</td>
</tr>
<tr>
<td>Clinical Nurse Specialist</td>
<td>Clinical Inquiry</td>
</tr>
<tr>
<td>Clinical Director</td>
<td>Collaboration</td>
</tr>
<tr>
<td>Program Nurse</td>
<td>Referral of Learning</td>
</tr>
<tr>
<td>Staff Nurse</td>
<td>Advocacy/End-of-Life</td>
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<tr>
<td>Research Nurse Leader</td>
<td>Response to Diversity</td>
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**Nurse Characteristics**

- Clinical Judgment
- Caring Practices
- Response to Diversity
- Advocacy/Moral Agency
- Facilitator of Learning
- Collaboration
- Clinical Inquiry
- Systems Thinking

**Operationalize Nursing Practice**

- Strategic interviewing on Synergy Model behaviors
- Peer review
- Differentiated practice
- Professional advancement
- Performance evaluations
- Position descriptions (define baseline competencies)
- Career development curricula (orientation, precepting, continuing education)

- Position descriptions & evaluations
- Career advancement (looking for the match)

**So What?**

- Can the Synergy Model help describe your patients?
- Describe your patients?
- Describe your practice?
Applying the Synergy Model - Nurses

Professional Advancement

Basis for Differentiated Practice

Peer Review

Synergy Model

Nightingale Metrics

What Families Say

Thank You!