The Value Proposition of Nursing for CNOs

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Objectives

• Establish a common understanding of what is meant by the Value Proposition of Nursing

• Discuss how to build statewide consensus about the importance of CNOs and the Value Proposition

• Understand the barriers CNOs face in advancing the Value Proposition

• Discuss how WONE can support the Value Proposition
How did we get here?

- 2005: WONE strategic goal to review all evidence on nurse staffing and articulate standards of practice for our state

- Guiding Principles in Achieving Excellence in Nurse Staffing: Standards of Practice for the State of Wisconsin
  - Updated in 2011 and in 2015
  - Discussed at annual conference 2015
2016 Strategic Goal

“Successfully advance the value proposition to 5 organizations by November 2017.”
Action steps to achieve the goal

1. Define the Value Proposition.
2. Establish consensus among CNOs on the definition of, and commitment to, the value proposition.
3. Develop a process to advance the value proposition in any setting.
4. Identify 5 practice settings in which to advance the value proposition.
Value Proposition Work Group

Chair:
• Sue Rees, Associate CNO, UW Health

Members:
• Jan Baumann, CNO, Divine Savior
• Steve Rush, VP Workforce and Clinical Practice, WHA
• Ruth Risley-Gray, System CNO, Aspirus
• Deb Jenks, Chair/Professor, MSOE School of Nursing
Value Proposition

• What does the literature say?
The Value Model

Business Model

Value = Quality/Price (cost)

Healthcare Model

Value = Outcomes/Price (cost)
What is value in health care?

Value should always be defined around the customer.

Increasing the value of health care: the role of nurses

Nursing is a fundamental driver of cost, AND outcomes.

Comparison of the value of nursing work environments in hospitals across different levels of patient risk

Value = lower mortality with similar costs

Developing the value proposition for the role of the registered nurse in care coordination and transition management in ambulatory care settings

We are part of a team, so it is hard to capture the value of contributions in individual providers.

Additional findings


• ANA publication, (2015): Recommend to develop a shadow billing system for professional nurses. Define and price the nursing “product” separate from room and board.

• Dall, et al (2009): The economic value of nursing is greater for payers than for individual health care facilities.
Additional findings

  • Have the conversation with your CEO/CFO
  • Start billing for nursing services
  • Separate nursing cost/revenue centers
  • Establish metrics linking nursing costs and quality
  • Move focus from staffing to assignment
Value Proposition Definition

- Drafted by the Workgroup

- See handout
What is a Value Proposition?

• What is value?
• Who do we need to demonstrate this value to?
• How can nursing be seen as an investment in achieving value rather than a cost?
• What is the link to staffing, levels of education, professional practice environment?
What is a Value Proposition?

- Do we know our true costs?
- Need dual focus on acute and ambulatory care?
- Add information on team-based care?
- Add information on top of license practice?
Questions we need to ask

How do we build statewide consensus?
Questions we need to ask

What are the barriers CNOs face in advancing the Value Proposition?
Questions we need to ask

How do you see that WONE can help support the Value Proposition of nursing?