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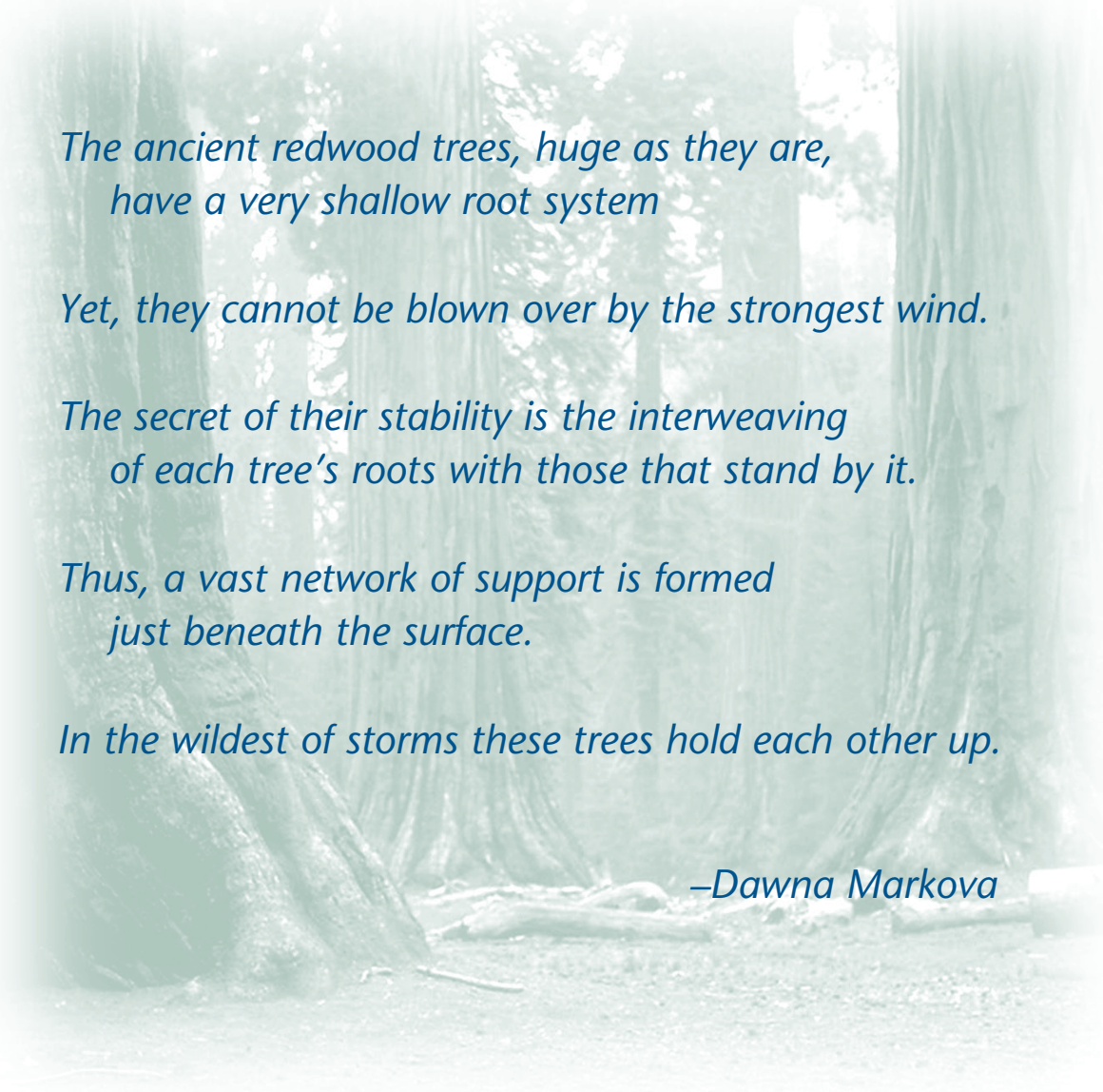
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2008

Charter for Professional Nursing Practice



ALLINA.
Hospitals & Clinics



*The ancient redwood trees, huge as they are,
have a very shallow root system*

Yet, they cannot be blown over by the strongest wind.

*The secret of their stability is the interweaving
of each tree's roots with those that stand by it.*

*Thus, a vast network of support is formed
just beneath the surface.*

In the wildest of storms these trees hold each other up.

—Dawna Markova

Allina's Nursing Vision

Allina will be nationally known and trusted for exceptional nursing practice.

- Allina nurses combine the best of science and caring to provide exceptional patient care through trusted partnerships and effective stewardship.
- Allina's healing environment fosters nursing practice that is evidence-based, innovative, and patient/family centered.
- Allina nurses are powerful, passionate and diverse in talents and thought.
- Nursing career paths provide Allina nurses with dynamic opportunities for career enhancement to help them achieve their highest potential.
- Nursing leadership is relationship-centered, holistic, progressive, and responsive.

Allina's Nursing Goals

1. In service to patients, strengthen and communicate an identity for Allina nursing.
 - Define and implement the essential standards for Allina nursing practice across the Allina system.
 - Articulate the value of nursing practice.
 - Strengthen the voice of nursing throughout the system/region.
2. Develop and support exceptional nurse leaders across the Allina system.
 - Define a core set of competencies that are practiced by all Allina nurse leaders.
 - Design a comprehensive, evidence-based leadership assessment program for potential and current nursing leaders.
 - Design a leadership development program that incorporates the core nursing leadership competencies and promotes self-development.
3. Create a nursing work environment that supports the safe delivery and coordination of patient care.
 - Free nursing staff from system barriers that impact care delivery.
 - Build positive teamwork and collaboration among patient care team members.
 - Design systems and structures to promote the patient/nurse relationship.
4. Design a system-wide nursing career path.
 - Develop a long-range employment strategy for nursing, including the engagement of potential applicants through choice, entry, orientation and retention.
 - Create and implement professional development tracks for all stages of an Allina nurse's career.

Introduction

The Charter for Professional Nursing Practice is the common framework for all professional registered nurses (RNs) within Allina Hospitals and Clinics to strengthen excellence in patient care, to provide a shared understanding of professional practice to ensure consistency in practice across settings. The Charter clarifies the essential elements which guide our practice, aligns nurses with Allina's nursing vision and nursing strategies and provides a context for the RN's role in the achievement of Allina's care strategies.

The Charter is a living document with a long and rich history of partnership and communication between Minnesota Nurses Association (MNA) and nursing leadership. The roots of the document began in 1998 with an assessment across Allina Health System and the varied practice settings of the professional nurse. The goal of the assessment was to identify the common elements that transcended location or setting, yet strengthened nursing practice and the provision of quality patient care. The first draft was presented at the Allina Nursing Practice Conference in May 2000.

Since inception, the Charter has promoted excellence in nursing and has been used in recruitment and hiring, job descriptions, role clarifications and competency development. The Charter provides a framework for orientation and clarification of the professional nurse's role in any practice setting across the organization.

The key elements of the Charter for Professional Nursing Practice include:

- Allina Nursing Vision
- Allina Nursing Strategic Goals
- Nursing Core Beliefs
- Definition of Professional Nursing
- Scope of Nursing Practice
- Professional Nursing Governance
- Professional Nursing Development
- Nursing Research
- Systems Support
- Dimensions That Guide Practice
- Definition of Terms

Nursing Core Beliefs

Advocacy The nurse's primary commitment is to the patient, whether an individual, family, group. The nurse promotes, advocates for, and strives to protect the health, safety, and rights of the patient.

(MNA Position Statement-Advocacy 7/03)

Caring

Caring is the essence of nursing practice, providing the foundation for a healing environment and healing interactions. The five caring processes outlined by caring theorist Kristen Swanson, RN, PHD, FAAN are accepted and integrated into Allina nursing practice.

They include:

- maintaining belief or a sustaining faith in the patient's capacity to get through events or transitions and face a future of fulfillment
- knowing each patient or striving to understand events as they have meaning in his/her life
- enabling or facilitating the passage of our patients through life transitions and unfamiliar events
- being with or being emotionally present to patients
- doing for patients as they would do for themselves if it were possible.

Caring is valued not merely as a means to an end but as a process with inherent moral significance which transcends the goal of curing.

Continuous Improvement in care and service to patients and families is achieved by applying expertise, creativity, and critical thinking and is enhanced through research, continuous learning and quality improvement processes.

Cultural Awareness and Recognition that the nurse-patient encounters include the interaction of three cultural systems: the culture of the nurse, the culture of the patient, and the culture of the setting.

Ethics is an integral part of the foundation of nursing. Nursing has a distinct code of ethics that articulates the profession's non-negotiable ethical standard. The Code of Ethics for nurses is an expression of nursing's own understanding of its commitment to society, as well as its duties to self, including the responsibility to preserve integrity and safety, to maintain competence, and to continue personal and professional growth. Individuals who become nurses are expected not only to adhere to the ideals and moral norms of the profession, but also to embrace them as part of what it means to be a nurse. *(American Nurses Association [ANA] Code of Ethics for Nurses with Interpretive Statements, 2001)*

Leadership produces the foundation for mutual respect and collaboration and is essential for professional practice to thrive. Effective leaders are value driven, patient focused and model caring and integrity in all interactions.

Relationships that are mutually respectful and collaborative with patients and their loved ones, physicians, and other members of the health care team enhance care and service to those we serve.

Stewardship requires that as agents of limited health care resources, nurses have an obligation to manage these resources to assure they will be accessible to others in the future.

Professional Nursing (Registered Nurse)

Nursing is the protection, promotion, and optimization of health and abilities, prevention of illness and injury, alleviation of suffering through the diagnosis and treatment of human response, and advocacy in the care of individuals, families, communities and populations.

(ANA Social Policy Statement, 2003)

The “practice of professional nursing” means the performance of:

(1) providing a nursing assessment of the actual or potential health needs of individuals, families, and communities; (2) providing nursing care supportive to or restorative of life by functions such as skilled ministrations of nursing care, supervising and teaching nursing personnel, health teaching and counseling, case finding, and referral to other health resources; and (3) evaluating these actions.

The practice of professional nursing includes both independent nursing functions and delegated medical functions which may be performed in collaboration with other health team members, or may be delegated by the professional nurse to other nursing personnel. Independent nursing function may also be performed autonomously.

(Minnesota Nurse Practice Act, Minnesota Statutes 2004)

Nursing services are divided into three categories:

- 1) **Delegated** - Services which enhance the health of a person and require a physician’s order;
- 2) **Interdependent** - Services which enhance health by assessing, monitoring, detecting and preventing complications associated with certain health situations or treatments; and
- 3) **Independent** - Services which enhance health by assessing, monitoring, detecting, diagnosing, and treating the human responses to health status or situation.

(B. Wesorick)

Scope of Nursing Practice

Professional Nursing

Professional nursing exists to provide care and service to individuals and their loved ones in collaboration with others. It is achieved through the blending of clinical excellence, caring, and compassion in helping people to maintain health, effect healing, cope with stressful circumstances, and experience a dignified, personalized and peaceful death.

Professional nursing has one scope of practice, which encompasses the range of activities from those of the beginning registered nurse through the advanced level. While a single scope of professional nursing practice exists, the depth and breadth to which individual nurses engage in the total scope of professional nursing practice is dependent on their educational preparation, their experience, their role, and the nature of the patient population they serve. Professional nursing's scope of practice is dynamic and continually evolving.

Nursing care is provided and directed by registered nurses and advanced practice registered nurses. Professional nursing is performed in collaboration with other health care professionals.

As a leader and coordinator of care, the professional nurse has the responsibility, authority and accountability for assessing, planning, implementing, coordinating and evaluating the care for patients and their loved ones.

Other Nursing Roles

Differentiation of practice among RNs, licensed practical nurses (LPNs), and other care providers is based on the legal scope of practice and the role and educational preparation of the care provider.

Delegation

- Delegation means the transfer of responsibility for the performance of an activity from one individual to another, while the delegator retains accountability for the outcome. All decisions to delegate must be based on the safety and welfare of the public and patient.

- The individual RN has the professional, ethical, and legal autonomy to delegate those aspects of nursing care which the RN determines are appropriate based on his or her assessment. The RN determines and is accountable for the appropriateness of the delegated nursing task.

(MNA Position Paper: Delegation and Supervision of Nursing Activities, 1997)

- The RN has the authority to determine which nursing functions to delegate to other nursing personnel. The LPN provides nursing care as delegated and under the supervision of a RN. LPNs have the responsibility and accountability for their actions in providing patient care within their scope of practice. As valued partners to professional registered nurses and as important members of the health care team, LPNs and paraprofessional roles provide care in accordance with their legal scope of practice and educational preparation.

Professional Nursing Governance

The primary accountability of professional nursing governance is to provide a structure and process for ensuring standards-based practice, ensuring competency, and evaluating and improving nursing care. The professional nurse participates in interdisciplinary decision-making related to patient care and organizational processes. In the nursing governance structure, communication between the formal nursing leadership and nurses in other roles is collaborative, collegial and invites creative outcomes.

Professional Nursing Development

The professional nurse strives not only to maintain competency but actively seeks additional advanced knowledge and experience. Participation in ongoing education, review of technological advances, conferences, and interdisciplinary professional meetings support improved quality based practice. The professional nurse contributes to a supportive and healthy practice environment through sharing knowledge and skills with colleagues, providing constructive feedback and mentoring others within the health care team. The nurse has a duty to ensure safety of self. Finally, the professional nurse is encouraged to actively seek constructive feedback, engage in self appraisal and create goals for one's own development.

Nursing Research

Nursing care is evidence-based, knowledge-driven and reflects current research findings. Professional nurses collaborate with nurse researchers for improvements in clinical practice. Use of quality improvement tools is the basis of development of research activities. Involvement in and utilization of nursing research is evident in patient care outcomes.

Systems Support

In order to provide quality care in a supportive, healing environment, the organization must ensure effective and efficient systems to support the delivery of care. These systems include, but are not limited to:

- **Recruitment and Retention** – programs that attract and retain the most talented people in the field and invest in the ongoing development of the practicing nurse.
- **Documentation** – systems that are streamlined and assist the nurse to clearly articulate a well-coordinated plan of care that addresses holistic needs.
- **Staffing** – processes that are proactive and dynamic, to ensure staffing plans and allocation of appropriate staff resources that are responsive to continually changing patient care needs.
- **Scheduling** – procedures that support patient care requirements while promoting staff satisfaction and work-life balance.
- **Management** – practices that advocate ethical shared decision making, advance professional development, and remove barriers and ensure appropriate resource allocation to enable nurses to effectively provide quality care for patients and their families.

Dimensions That Guide Practice

The elements that define and support nursing practice, including the beliefs and standards that set the ethical and legal parameters of practice include:

- Allina Hospitals and Clinics Mission, Vision and Values
- ANA Bill of Rights for Registered Nurses (2001)
- ANA Code of Ethics for Nurse with Interpretive Statements (2001)
- ANA Nursing: Scope and Standards of Practice
- ANA Nursing's Social Policy Statement (2003)
- Minnesota Nurse Practice Act (2004)
- Professional Specialty Standards
- Regulatory Standards

Definition of Terms

Registered Nurse:

- Abbreviated RN, an individual licensed by the board to practice professional nursing (see definition of professional nursing).

Licensed Practical Nurse:

- Abbreviated LPN, an individual licensed by the board to practice practical nursing.

Practical Nursing:

- The practice of practical nursing (LPN) means the performance for compensation or personal profit of any of those services in observing and caring for the ill, injured, or infirm, in applying counsel and procedure to safeguard life and health, in administering medication and treatment prescribed by a licensed health professional, which are commonly performed by licensed practical nurses and which require specialized knowledge and skill such as are taught or acquired in an approved school of practical nursing, but which do not require the specialized education, knowledge, and skill of a registered nurse. (*Minnesota Nurse Practice Act, 2004*)

Nursing Assistant/Unlicensed Personnel:

- Nursing Assistant means an individual providing nursing or nursing-related services that do not require the specialized knowledge and skill of a nurse, at the direction of a nurse, but does not include a licensed health professional or an individual who volunteers to provide such services without monetary compensation. (*Minnesota Nurse Practice Act, 2001*) Unlicensed caregivers are accountable for their performance based on their job description, identified competencies, and policies and procedures.

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Charter Authors

Judi Churchward
Connie Grams, RN
Mary Koloroutis, RN
Shauna Libsack
Susan Mason, RN
Gayle Mattson, RN
Mary Peterson, RN
Rickie Ressler, RN
Christine Seitz, RN
Marie Stuewe, RN
Kathy Wilde, RN

Charter Revision Workgroup

Carol Bensen, RN
Gwendolyn Blossom, RN
Margo Briese, RN
Angela Foster, RN
Connie Grams, RN
Lynell Grieser, RN
Gayle Mattson, RN
Linda Slattengren, RN
Michelle Stenbeck, RN
Marie Stuewe, RN
LouAnn Uhr, RN
Deborah Wood, RN

