



University of California
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Future Directions of Credentialing Research in Nursing

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IOM Standing Committee on Credentialing Research in Nursing

- Standing committees **do not make recommendations**; they are a “sounding board”
- Our charge:
 - Discuss issues related to research on credentialing of nurses and organizations
 - Short- and long-term strategic planning
 - Surveillance of the field
 - Serve as a focal point for discussions and potential ad hoc studies
- 5 meetings 2013-2015

IOM Standing Committee on Credentialing Research in Nursing

- Topics we addressed:
 - **emerging priorities** for nursing credentialing research
 - research **methodologies and measures**
 - the impact of individual and organizational credentialing on improving **healthcare performance, quality, and outcomes**
 - **strategic planning** for moving the field forward
- Outcomes:
 - Three discussion papers
 - Workshop (separate planning committee)

Workshop focus

- Short- and long-term strategies to advance the field
 - conceptual framework
 - research agenda to evaluate the impacts of nurse and organization credentialing
 - emphasis on nurse and patient outcomes
- Specifically....
 - **Emergent priorities** for research in nursing credentialing
 - Critical **knowledge gaps** and **methodological limitations**
 - **Promising developments** in research methodologies, health metrics, and data infrastructures
 - Short- and long-term **strategies** to encourage continued activity

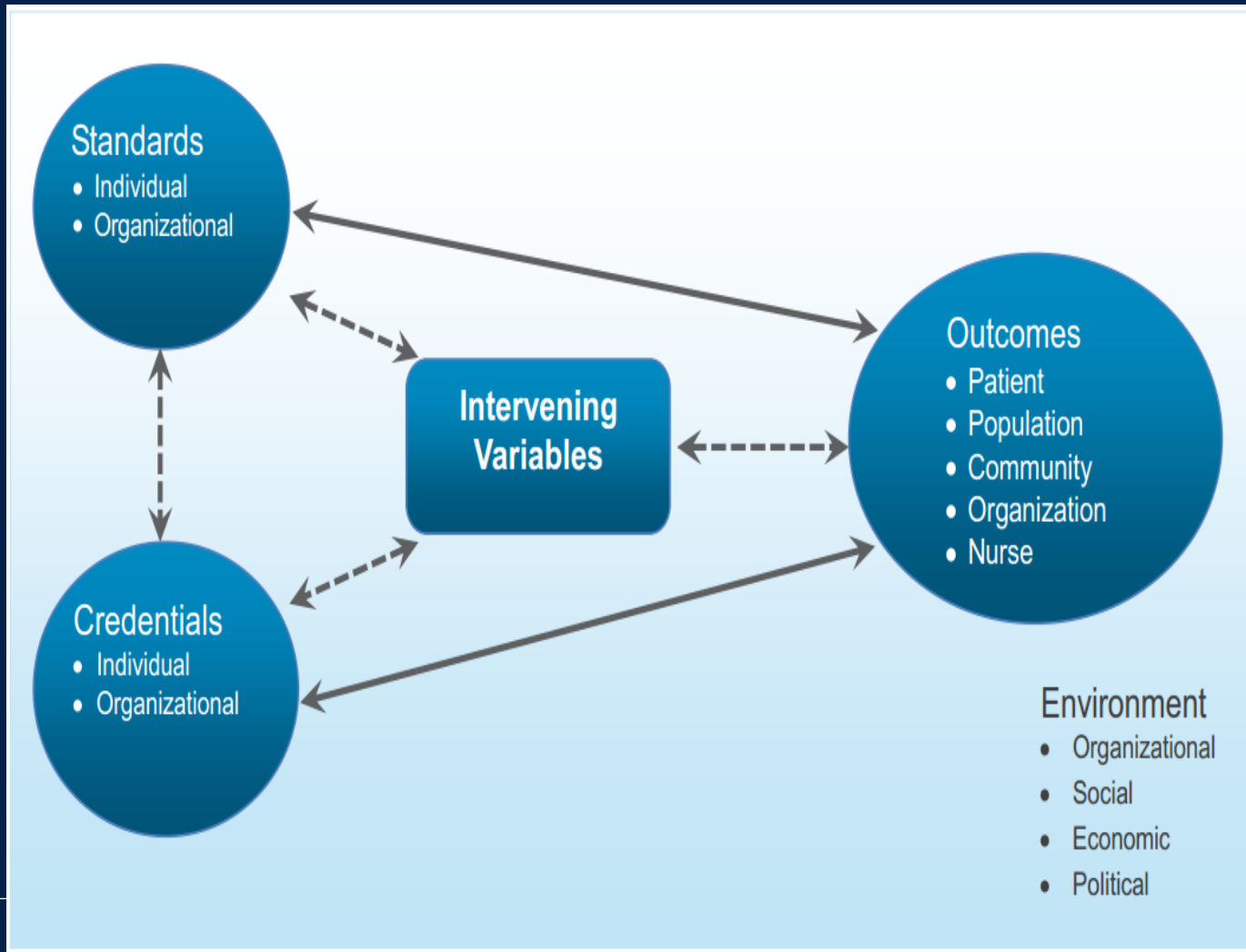
Planning Committee

- Bobbie Berkowitz (Chair), Columbia University School of Nursing
- Linda Burnes Bolton, Cedars-Sinai Medical Center
- Robert Dittus, Vanderbilt University
- Karen Drenkard, GetWellNetwork, Inc.
- Lynne Grief, Blake Medical Center
- Kenneth W. Kizer, University of California, Davis
- Jack Needleman, University of California, Los Angeles
- Robin Newhouse, University of Maryland School of Nursing
- Joanne Spetz, University of California, San Francisco
- Joan Stanley, American Association of Colleges of Nursing

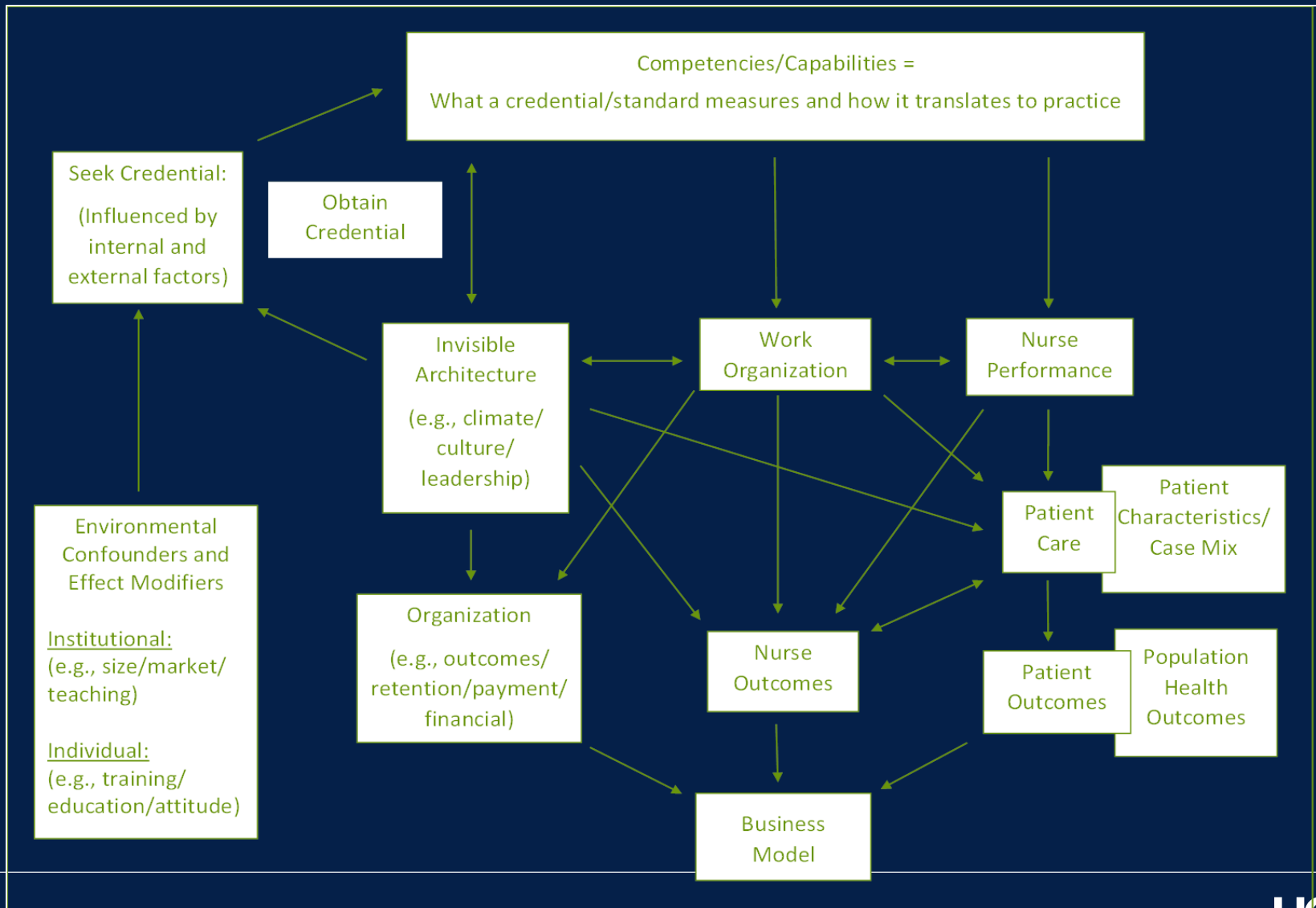
Theme 1. A Shared Research Framework

- A common vision or **conceptual model** is needed
- Current research on nursing credentialing research is limited and inconsistent
- Determining the **impact** of nursing credentialing on institutions, nurses, and patient outcomes should be a primary goal of any national agenda

ANCC Research Council Model for Credentialing Research



The Expanded Conceptual Model (ECM)



Breakout Group Ideas: Modify ECM

- Influence of **teams and inter-professional collaboration** on work environments and health professionals
- **Layers of organization** that intervene between institutions and individual nurses
- Visible architecture & the “**invisible**” one (norms and expectations)
- **Environmental components** that affect individuals and institutions
- Reflect the role of payers and professional organizations
- Include a **temporal element** (recent grads vs experienced nurses)
- Expand the number of **feedback loops**
- Differentiate between what is measured in the credentialing process and how it relates to competency or capability

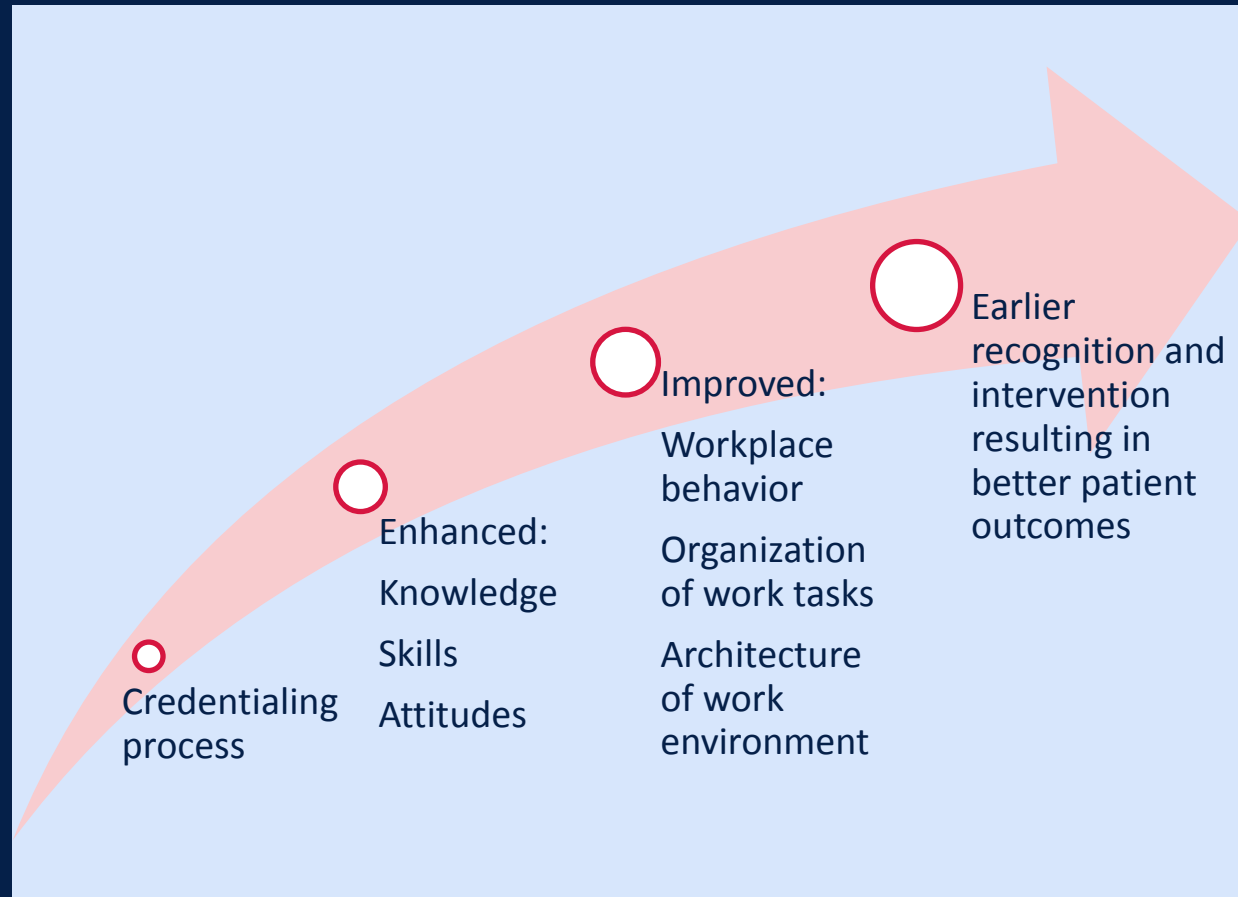
Theme 2. Improved Data Availability, Harmonization, and Interoperability

- Nursing credentialing research requires **extensive data**
 - Complex data sets to control for numerous intervening and possibly confounding variables
- Need for **greater data harmonization and interoperability**
- To improve interoperability:
 - Standardized performance measures
 - Standardized data collection procedures on credentials
- A common data model could answer specific research questions **across** organizations, systems, and databases

Theme 3. Examine Causality

- Research designs and methods need to explore causal links between evidence-based practice, nurse certification or nursing credentialing, and health-related outcomes
- Research must determine whether the **process** of nursing credentialing or **other factors associated with nursing credentialing** influence health-related outcomes
- It may be sufficient to demonstrate that credentialing **encourages evidence-based practices**, which lead to improved outcomes

Simplified Conceptual Model of Credentialing Pathway



Source: Romano, 2014

Theme 4. The Changing Roles of Nurses in a Complex Health Care Environment

- The field of nursing is changing
 - Increasingly **complex and dynamic** health care services
 - Different health care delivery **structures and care settings**
 - This affects research strategies
- Performance assessment methodologies must be more dynamic
- **Emerging technologies** may change the practice of nursing
 - Some certification requirements **may not reflect new skill needs**
- The ACA has created new opportunities for nurses and research to help better understand the role that nurses play

Theme 5. Credentialing Research and Other Health Care Improvement Initiatives

- Research on nursing credentialing can be linked to **general health care quality improvement** activities
- The ACA has expanded the sources of data available
- Previous efforts to promote a culture of excellence and integrated health care systems could be used as a model
- Research is also **subject to larger forces** within the health care system
 - Payment reform
 - Communication strategies
 - Marketplace factors

Theme 6. Additional Resources to Advance Research

- Promising advances in data collection / data infrastructures, and research designs require **additional resources**
- Alternative funding strategies are needed
 - Upgrading data environments to improve interoperability are expensive
 - Good causal research requires **sustained funding**
- Different stakeholders **value** credentialing differently
- **Potential role of independent bodies** to prioritize different long- and short-term strategies

Different Stakeholders Value Credentialing Differently

	Nurse	Delivery Organization	Oversight Organization	Credentialing Organization	Consumer
Advance safety	X	X	X	X	X
Improve quality	X	X	X	X	X
Improve processes of care	X	X	X	X	X
Clarify and define the roles and work of nurses and other team members	X	X		X	
Improve culture		X	X	X	
Provide professional support	X	X		X	
Shape future practice		X	X	X	
Improve job satisfaction	X	X		X	
Improve recruitment and retention		X		X	

- Source: Needleman, 2014.

Breakout Group Ideas: Most Important Knowledge Gaps

- What **additional data** about nursing credentialing and certification can be developed?
 - How many people are certified?
 - What certifications do they have?
 - How are certifications distributed?
- What is the value of a credential **to an individual nurse**?
- What is the **economic value to the organization** for employing credentialed nurses?
- Does certification improve nurses' ability to implement **evidence-based practices**?
- **Which credentials** matter for **which outcomes**?

Breakout Group Ideas: Improving Access to Sufficient Data

- Adopt a **common data model** and standardized method for data collection
- Collect **minimum dataset** elements by state boards of nursing in their re-licensure surveys
- Add credentialing information to employers' **human resource databases**
- **Improve researcher access** to data
- Use standardized, organization-specific data on **patient outcomes**

Breakout Group Ideas: Short- & Long-Term Strategies to Encourage Activity

- Get data house and information management tools in order
- Identify data gaps and strategies to **fill them**
- Develop and implement a strategic **communications plan**
- Consider a range of possible funders & **make the case**
- Build research capacity among the **nurse credentialing organizations** to promote consistent research
- Identify research methods **best able** to answer the questions
- Consider **leveraging mandates** to stimulate research in related areas (e.g., licensing requirements)

Breakout Group Ideas: Outreach and Communication

- Identify all stakeholders
 - Payers
 - Employers
 - New nurses
 - Risk managers
 - National Council of State Boards of Nursing
 - Nursing faculty, academia,
 - Accreditation and regulatory agencies
 - Patients and families

Breakout Group Ideas: Outreach and Communication (continued)

- Develop a broad-based **promotional campaign**
- Create a **standardized taxonomy** for certification
- Engage **risk managers** specifically with respect to the need for research
- Develop transition-to-practice programs for new nurses that culminate in obtaining certification

Thank You!

- Workshop Summary released January 7, 2015
- Free PDFs of the report available: www.nap.edu

