20th Annual UCLA Nursing Science and Innovation Conference
May 22, 2024

Celebrating 20 Years of Evidence-based Practice

20th Annual UCLA Nursing Science and Innovation Conference:
Celebrating 20 Years of Evidence-based Practice

Professional Role Identity in Nursing:

Magnifying the Power of Professionalism in Nursing via the Theory - Research - Practice Connection in Real Time

O3/04/2024   2

Maria-isms

- Learning without behavior change is irrelevant

- Accountability is a professional role obligation

- You can not hold others accountable. Only yourself!

- The only behavior you can change is your own!

- You can't change outcomes until you change practice, and you can't change practice until you know what to do when you show up

Today's Focus

▶ Clarify the Research-Theory-Practice Connection using a conceptual model.

▶ Explain the theoretical connection between professional role identity formation theory and a possessing a strong professional role identity in nursing

▶ Describe what Professionalism in Nursing requires to strengthen the Theory-Research-Practice connection.

▶ Learn to "Sing the Song" of professional nursing to magnify the power and beauty of Nursing, magnify the value of theory guided role driven practice as a basis for building a robust professional community

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Let's start

▶ Clarify the Theory - Research - Practice Connection using a conceptual model.

THEORY
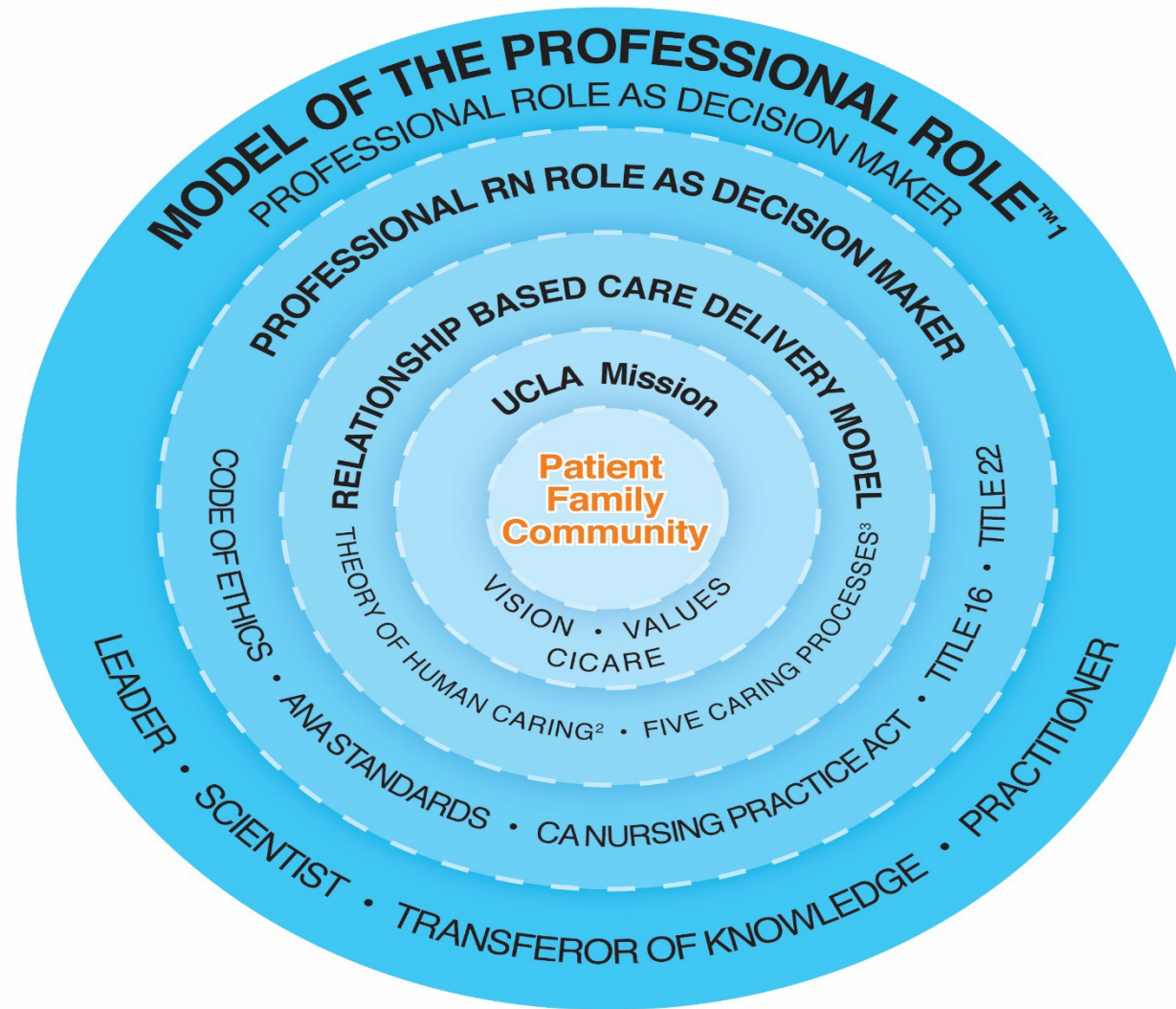
Professional Practice Model
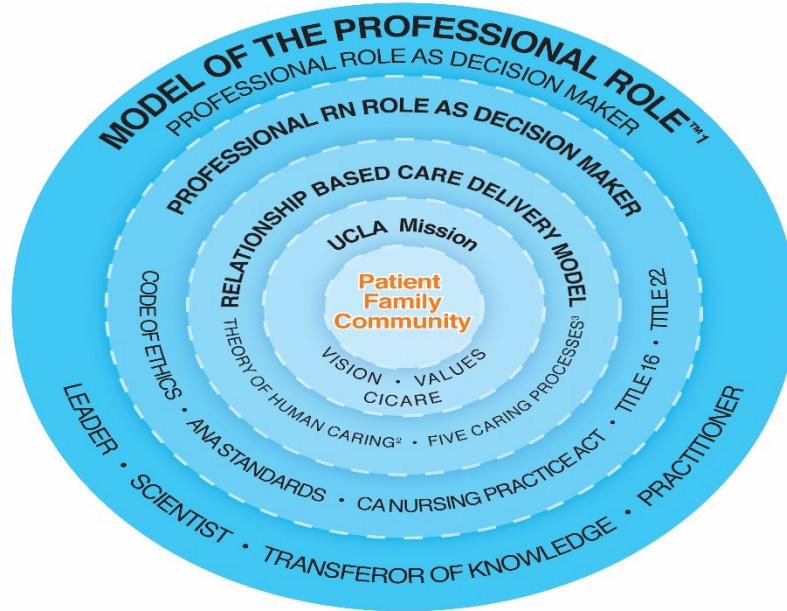Ronald Reagan University of California Los Angeles Medical Center

[1]O'Rourke Model of the Professional Role™   [2]Watson Theory of Human Caring
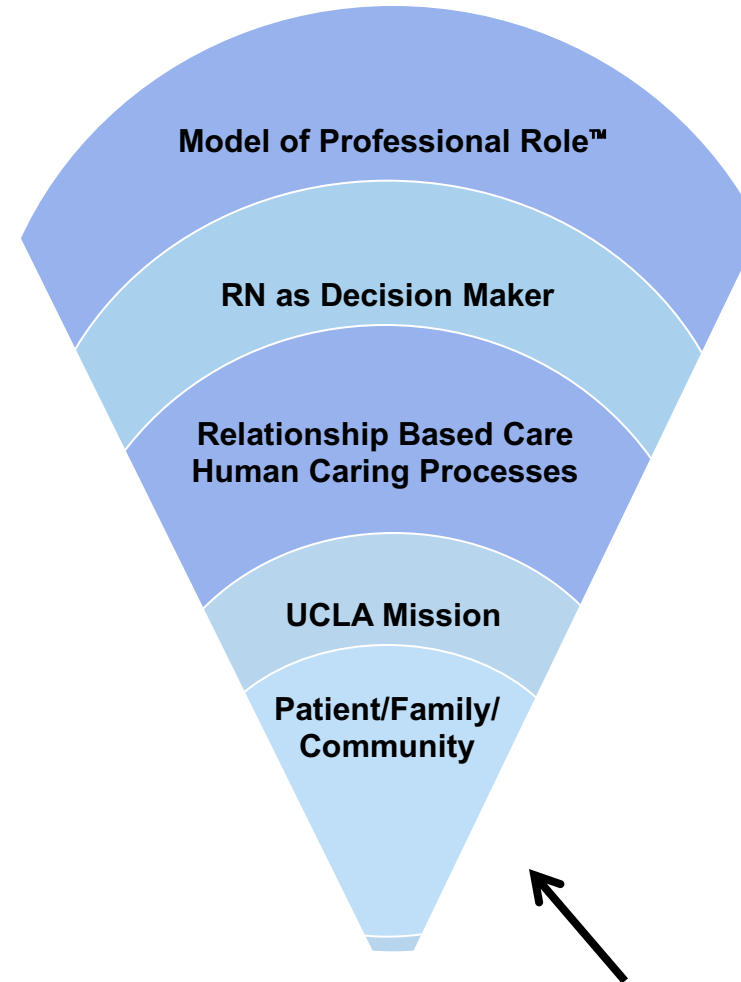[3]Swanson Five Caring Processes

The RR UCLA Medical Center Professional Practice Model

Professional Practice Model
Ronald Reagan University of California Los Angeles Medical Center

MODEL OF THE PROFESSIONAL ROLE™¹
PROFESSIONAL ROLE AS DECISION MAKER
PROFESSIONAL RN ROLE AS DECISION MAKER
RELATIONSHIP BASED CARE DELIVERY MODEL
UCLA Mission
Patient Family Community
VISION · VALUES
CICARE
THEORY OF HUMAN CARING² · FIVE CARING PROCESSES³ · TITLE 16 · TITLE 22
CODE OF ETHICS · ANA STANDARDS · CA NURSING PRACTICE ACT
LEADER · SCIENTIST · TRANSFEROR OF KNOWLEDGE · PRACTITIONER

¹O'Rourke Model of the Professional Role™   ²Watson Theory of Human Caring
³Swanson Five Caring Processes

Model of Professional Role™

RN as Decision Maker

Relationship Based Care Human Caring Processes

UCLA Mission

Patient/Family/Community

THEORY

How we show up in our professional role

Professional Role Clarity:
An Essential Variable in Research and Evidence Driven Studies

Theory Guided in Practice

▶ The following examples shows how a ***professional role driven nursing perspective*** has value in:

- ▶ Practice

- ▶ Professional Development

- ▶ Education

- ▶ Leadership

- ▶ Research

- ▶ Patient Outcomes

- ❑ In 2023 as a basis for **governance of practice engagement**
  - ▶ Ely RL, Girard AS, Stepien SJF, Moreno JV. Caring Science and professional role as the foundational framework for shared leadership council. *Nurse Leader*, 2023;22(1):78 – 84 https://doi.org/10.1016/j.mnl.2023.07.006

- ❑ In 2023 as a basis for **strategic leadership**
  - ▶ Murphy T, Korkis, L, O'Rourke MW. (2024, February 5) Linking CNO strategic leadership and professional role formation: Key to successful professional role driven governance and leadership practice excellence [Poster]. 46th Association of California Nurse Leaders Annual Program, Monterey, CA, United States.

- ❑ In 2019 a basis for **leadership & integration of professional practice standards** shown
  - ▶ Bonnice BA. Nursing leadership challenge: Making the integration of professional practice standards into nursing operations a reality. *Nurs Lead*. 2019;17(3):207–14.

- ❑ In 2019 framework for executive nursing leadership **support for inter-professional practice** was demonstrated
  - ▶ Landstrom GL. Interprofessional practice: Just a trend or worthy investment? *Nurse Lead*. 2019;17(3):220-4. doi: 10.1016/j.mnl.2019.03.004

- ❑ In 2013, study of practicing RN-linked professional role competency with **patient outcomes**
  - ▶ Forsey L, O'Rourke MW. Optimizing hospital RN role competency leads to improved patient outcomes. Podium presentation at STTI Research Conference, Prague Czech Republic; 2013.

- In 2012 presentation addressed **nurse accountability and patient outcomes**

  ▶ Segura-Smith A. C.A.R.E.S. peer review: nurse accountability for nurse sensitive patient outcomes. Poster presented at Association of California Nurse Leaders Annual Conference, Sacramento, CA; 2012.

- In 2012 another presentation addressed **improved clinical inquiry**

  ▶ Collins M, Collier A. Professional role clarity: impact on adoption of evidence-based practice. Poster session presented at UCSF/Stanford Center for Research and Innovation in Patient Care, Research Days, San Francisco, CA; 2012.

- In 2011 a study of professional **role autonomy** was linked to improved organizational outcomes

  ▶ Loos N. Study of ICU RN self reports of autonomy, job satisfaction, and quality of care within the context of the essentials of magnetism. Master Project in Partial Fulfillment of the Requirements for the Degree Master of Science in Nursing, California State University, Fullerton; 2011.

- In 2010 improved role capacity of nursing students was demonstrated through **professional role development**

  ▶ Kulikowski K, O'Rourke, M.W. (2010) Building Professional Role Capacity, In L. Caputi (Ed.), *Teaching Nursing: the art and science* 2nd edition, volume 2 (pp. 257-276). College of DuPage Press: Glenn Ellyn, IL.

- In 2009 used as a basis for **preventing adverse events**

  - O'Rourke MW, Holpit L, Dubbin L, Cornett P. Preventing adverse events: The rapid response team and RN professional role. Poster presented at Center for Research and Innovation in Patient Care, Research Days, San Francisco, CA; 2009.

- In 2007 it is applied to **new graduate transition to practice**

  - O'Rourke MW, White C. New graduate transition to practice: implementing a role-based professional development system for effective role transition. Podium presentation at Centers for Nursing Summit, San Francisco, CA.

- A 2007 study on the Rapid Response Team (RRT) found that **knowledge transfer** was evident when the team was role-clear.

  - Searle Leach L, Mayo A, O'Rourke MW. How RNs rescue patients: a qualitative study of RNs' perceived involvement in rapid response teams. *Qual Saf Health Care*. 2010;19:1–4. https://doi.org/10.1136/qshc.2008.030494.

Why do we think the Theory Research Practice Connection is possible?

Goal of a Profession

Establish a scientific base of knowledge fundamental for practice so actions of its members may have greater impact on the clients served.

Our Professional Role Requires It! Not Optional

An individual in a profession who has the authority and capacity to be self-directed, generate and use theory, transfer knowledge and introduce new learning in the service and best interest of those served."

Alfano, Genrose. (1971) Healing or caretaking- Which will it be? Nursing Clinic of North America, 6, 273-280. Director, Loeb Center for Nursing and Rehabilitation at Montefiore Hospital and Medical Center, Bronx, N.Y., a facility that became an example of nursing-led care for patients needing rehabilitation.

O'Rourke M. Generic professional behavior: Implications for the clinical nurse specialist role. Clin Nurse Spec. 1989;3(3):28–132.

Ownership of Our Professional Role

"We, as professionals are given powerful decision authority over the health and welfare of others based on the belief that

… we use a substantial amount of scientific knowledge & technical skill to guide our practice

… and we uphold our commitment to monitor & evaluate our practice to a set of standards."

Maria W. O'Rourke , 1976

Why is *Professional Role Clarity* Important?

- Clarity helps us
  - See full value of our professional nursing role
  - Focus on "Do No Harm"
  - Meet the challenges to our practice and profession
  - Reduce risk through practice excellence and engaging in full scope of practice
  - Promote interprofessional collaboration
  - Create insight for ongoing **professional development**

Why is *Professional Role Clarity* Important?

- Unclarity
  - Puts our profession and patients at risk
  - Confuses colleagues as to how to interact – professional, technical and assistive roles
  - Confuses the public as to what to expect given a limited image
  - Undermines interprofessional practice and collaboration
  - Undermines our powerful decision-making role on the team
  - Unable to separate personal view from professional values, standards and ethics

Historical Perspective on
PROFESSIONAL ROLE CLARITY

Professional Experiences –
San Francisco
1965

MESSAGES MATTER! What influenced my thinking?

▶ 1965 - My interest in Professional Role Clarity was jump started

  ▶ Message …..."Nursing is not a profession"

▶ Challenges to Control of practice

  ▶ Lewis, Edith P. The Fairview Story. *The American Journal of Nursing.* 1966;66(1):64-70

▶ Viewed as Employees not Employed professionals

  ▶ Jacox, AK. "Who defines and controls nursing practice?" *The American Journal of Nursing.* 1969:69(5):977–82, https://doi.org/10.2307/3453916

▶ Encountered structural and legal barriers

  ▶ Scopes of Practice - did not clearly describe nurses as professionals

  ▶ 1974 rewrote Scope of Practice in California

Professional Role Clarity was Vital

External Challenges

1. Institutional license legislation introduced -3 times
2. Legislative interference in nursing education – push to mass produce!
3. Physicians economically threatened by NP's impacting efforts to expand practice
4. Lack of awareness at policy level of the value of the professional nurse
5. Push to classify NP's as mid-level practitioners to control nursing practice by hospitals and physicians
6. Job replacement models (e.g., "Patient Focused Care")
   - ▶ Nursing practice viewed as tasks to be done by others rather than substantive knowledge-based professional practice
7. Cost models -Too expensive- $$$$ vs value and outcome-driven

Magnet was a life saver!

Most Concerning: Internal Challenges!

- Shocked and dismayed about…
  - Inability of nurses to articulate their professional role
  - Spoke from a task-oriented dependent practice perspective vs. a professional role perspective with an independent autonomous authority requiring control of practice and oversight
- Could not sing the song of professional nursing
- Most Serious
  - Anti-intellectualism, anti theory, anti science attitude in practice setting

How did anti-intellectual attitude play out?

▶ Value on doing vs thinking

▶ Task based practice

▶ Theory - Practice gap

▶ Service vs Academia conflict

▶ Training vs Education battles

▶ Staff nurse viewed from job perspective vs professional RN role perspective

▶ Still viewed as staffing the workplace not a professionals who provide a service

▶ "Bedside nurses are the only real nurses"

Theory gets a bad rap!

- The life blood of our ability to see beyond the immediate and recognize a future state
    - Move past imagining and speculating to hypothesizing and testing
    - Basis for understanding our work *beyond the tasks*
    - Essential ingredient for critical thinking
    - Possible explanation for "why"
    - Basis for validation current knowledge
    - Bridge to development new knowledge

Curiosity did not kill the cat!
Wanted to right the wrongs!

- Understand how nurses came to see themselves as professionals and then use the professional role obligations as a basis for nursing.

- Why was it so important to me?

  - Clearly linked to my self concept! My identity!

- My journey was to answer the question.
  - How was a professional role identity formed?
  - Magnify how the professional role of the **nurse " make a difference"**

Self Reflective Exercise

Professional Role Identity Formation Theory

Who do I want "to be"?

Self/Personal Values & Expectations

I want to:

1. Be independent & responsible
2. Be accountable
3. Be a decision maker
4. Be a leader
5. Work with others
6. Be skilled & competent
7. Help others

8. Be socially responsive
9. Be Influential
10. Have power to make a difference
11. Be involved in science
12. Be educated
13. Control my work & have authority
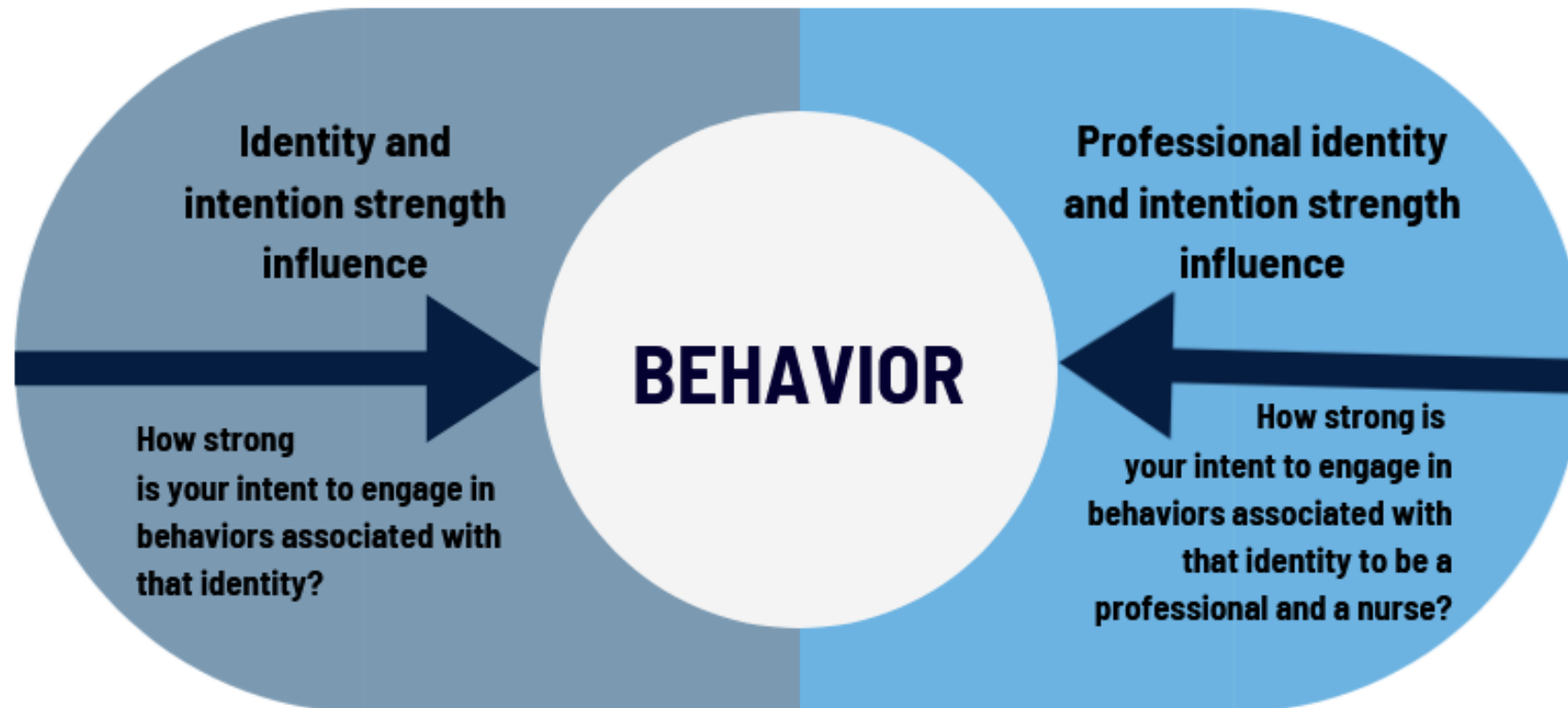14. Engage in meaningful work

Professional Identity is Not New!

▶ Flexner (1910) defined Professional Identity:

1. **Integration** of the knowledge, skills, values, and behaviors of a profession with one's preexisting identity and values.

2. **Individual's alignment** of roles, responsibilities, values, and ethical standards to be consistent with practices accepted by their specific profession.

Through an integration and alignment process a Professional Role Identity is formed and Professional Role Clarity emerges!

LIVING YOUR PROFESSIONAL IDENTITY THROUGH PROFESSIONAL ROLE CLARITY

Keep in Mind

Identity and intention strength influence

How strong is your intent to engage in behaviors associated with that identity?

BEHAVIOR

Professional identity and intention strength influence

How strong is your intent to engage in behaviors associated with that identity to be a professional and a nurse?

Who Do I Want To Be? Does It Align With the Professional Role Expectations?

Self/Personal Values & Expectations
I want to be:
- Independent & responsible
- A decision maker
- A leader
- Able to work with others
- Skilled & competent
- Able to help others
- Socially responsive
- Influential with power to make a difference
- Involved in science
- Educated
- Control my work & have authority
- Engaged in meaningful work

Other/Values & Expectations

Professional Role Obligations
Characteristics/Expected role behavior
  Tenets of Profession
- Service orientation-Public Interest
- Self-regulation Privilege
  - Autonomy- Decision maker-Leader- Accountability
- Theory & Evidence driven practice
- Ethics driven practice
- Transfer Knowledge-theoretical and practical
Societal and Legal

Who do I want to be as a professional and a nurse ?
Do they Align?

Professional Values & Obligations

Professional Role Obligations
Characteristics/Expected role behavior
Tenets of Profession
- Service orientation-Public Interest
- Self-regulation Privilege
  - Autonomy- Decision maker- Leader- Accountability
- Theory & Evidence driven practice
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- Transfer Knowledge- theoretical and practical

Societal and Legal

Professional Nursing Values & Obligations

- Art and science of nursing
- ANA Social Policy Statement
- Standards of Practice
- Code of Ethics
- Scope of Practice
- Theory, science and evidence-based practice
- Peer review
- Autonomy and Accountability practice
- Decision maker/Critical thinker
- Support Magnet Model expectations
- Ongoing professional development
- Patient first

Putting it all together!

Key Questions:

Does who we want "to be" align with our professional role identity in nursing?

Can I practice that way in my job?

What is the impact on nurse professional role engagement if there is not a match!
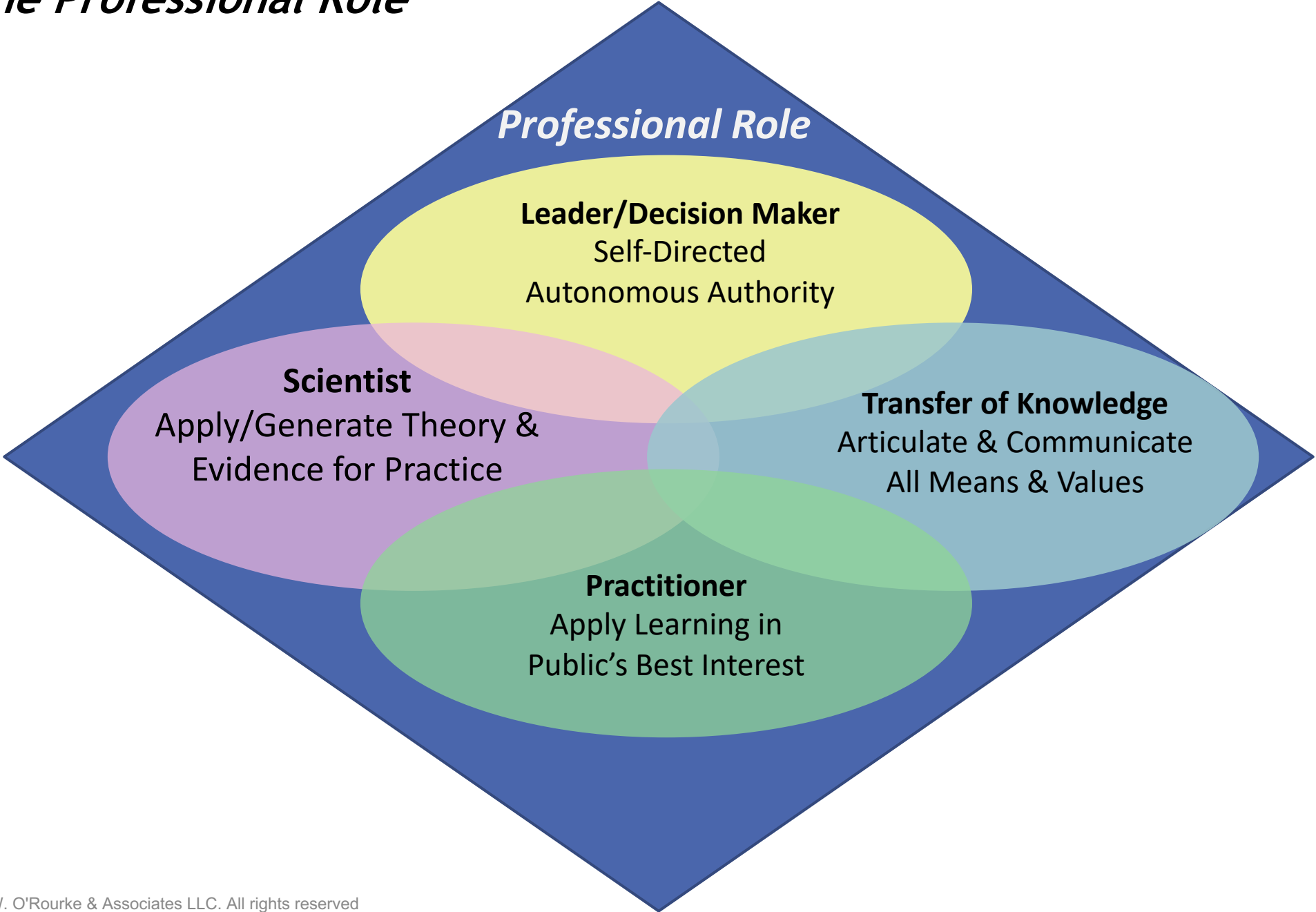
Why Focus on Professional Role Clarity?
Important Role Clarity Distinctions

▶ Professional role - **1st**

▶ Discipline/Profession- specific role - RN **2nd**

▶ Functional role – clinicians, managers, educators, researchers, consultants **3rd**

Graphics Help!

Model of the Professional Role

Professional Role

Leader/Decision Maker
Self-Directed
Autonomous Authority

Scientist
Apply/Generate Theory &
Evidence for Practice

Transfer of Knowledge
Articulate & Communicate
All Means & Values

Practitioner
Apply Learning in
Public's Best Interest

Leader/ Decision-Maker

Uses self-directed decision-making authority to guide our decisions in real time practice, controls practice to "do no harm" through professional governance structures, applies standards of practice to ensure practice excellence and leads efforts to monitor and evaluate decision making practice

Scientist

Systematically gathers and uses research and evidence, making a hypothesis and testing it, to gain and share understanding and knowledge, uses theory, science and evidence driven practice to support decision making, and generates nursing science through theory guided nursing practice
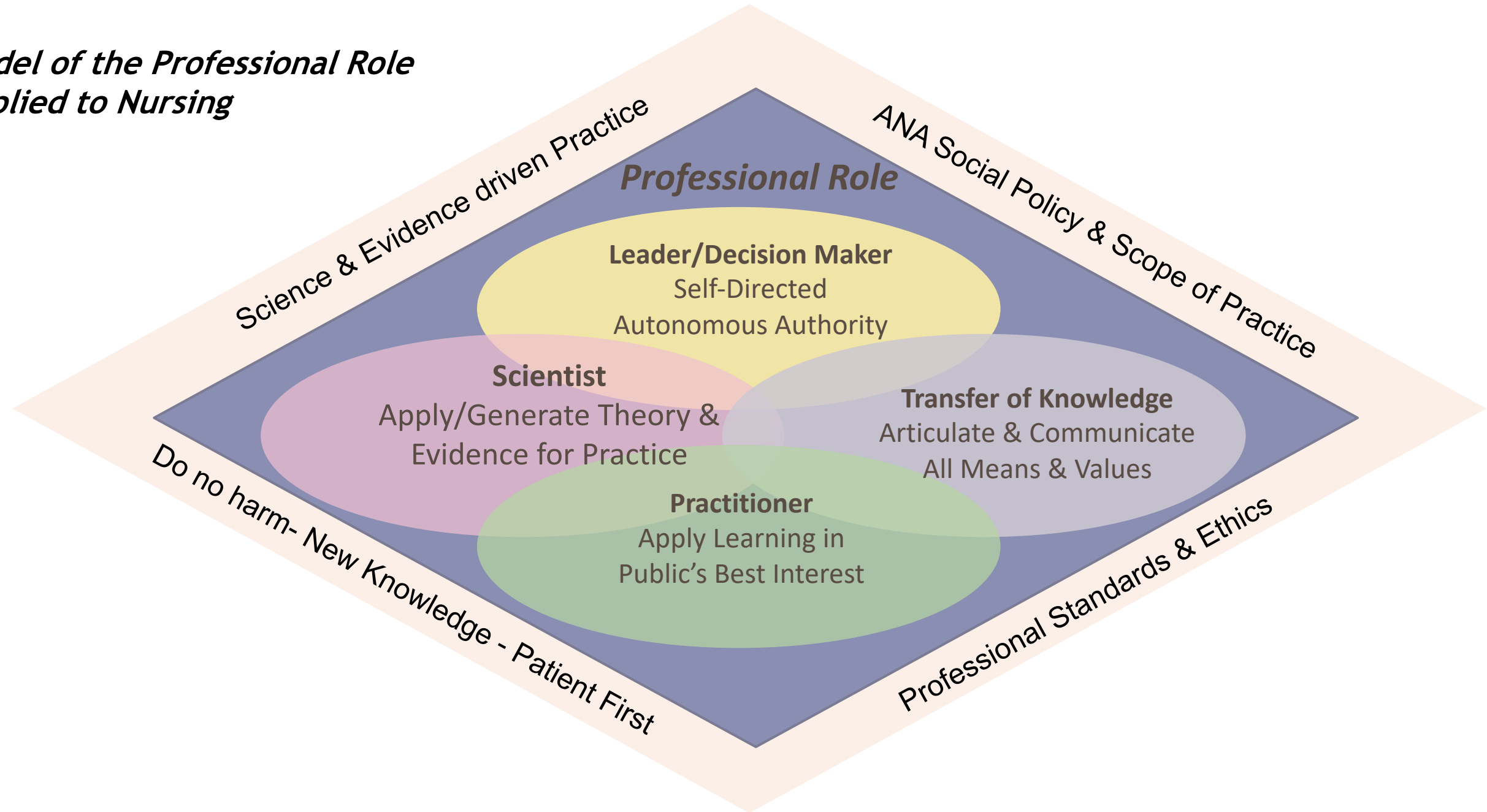
Transferor of Knowledge

Uses communication, collaboration and teaching that transfers knowledge, actively engages in interprofessional collaborative practice and ensures knowledge transfer at every interaction and encounter

Practitioner

Applies learning in the service of others, introduces new knowledge & skill to provide care and/or service through best practice, creates learning environments at every opportunity and works in best interest of others not self interest

Model of the Professional Role
Applied to Nursing

Science & Evidence driven Practice

ANA Social Policy & Scope of Practice

Professional Role

Leader/Decision Maker
Self-Directed
Autonomous Authority

Scientist
Apply/Generate Theory &
Evidence for Practice

Transfer of Knowledge
Articulate & Communicate
All Means & Values

Practitioner
Apply Learning in
Public's Best Interest

Do no harm- New Knowledge - Patient First

Professional Standards & Ethics

What is **Professional Role Driven Practice?**

► The internalization of the role capacities in the Model of the Professional Role™, not as a set of "things to do", rather as a "way to be" that generates practice behavior in a role driven, holistic and integrated manner in real time

► A "system of practice" built on an integrated set of behaviors designed to uphold professional role obligations as the basis of nursing practice
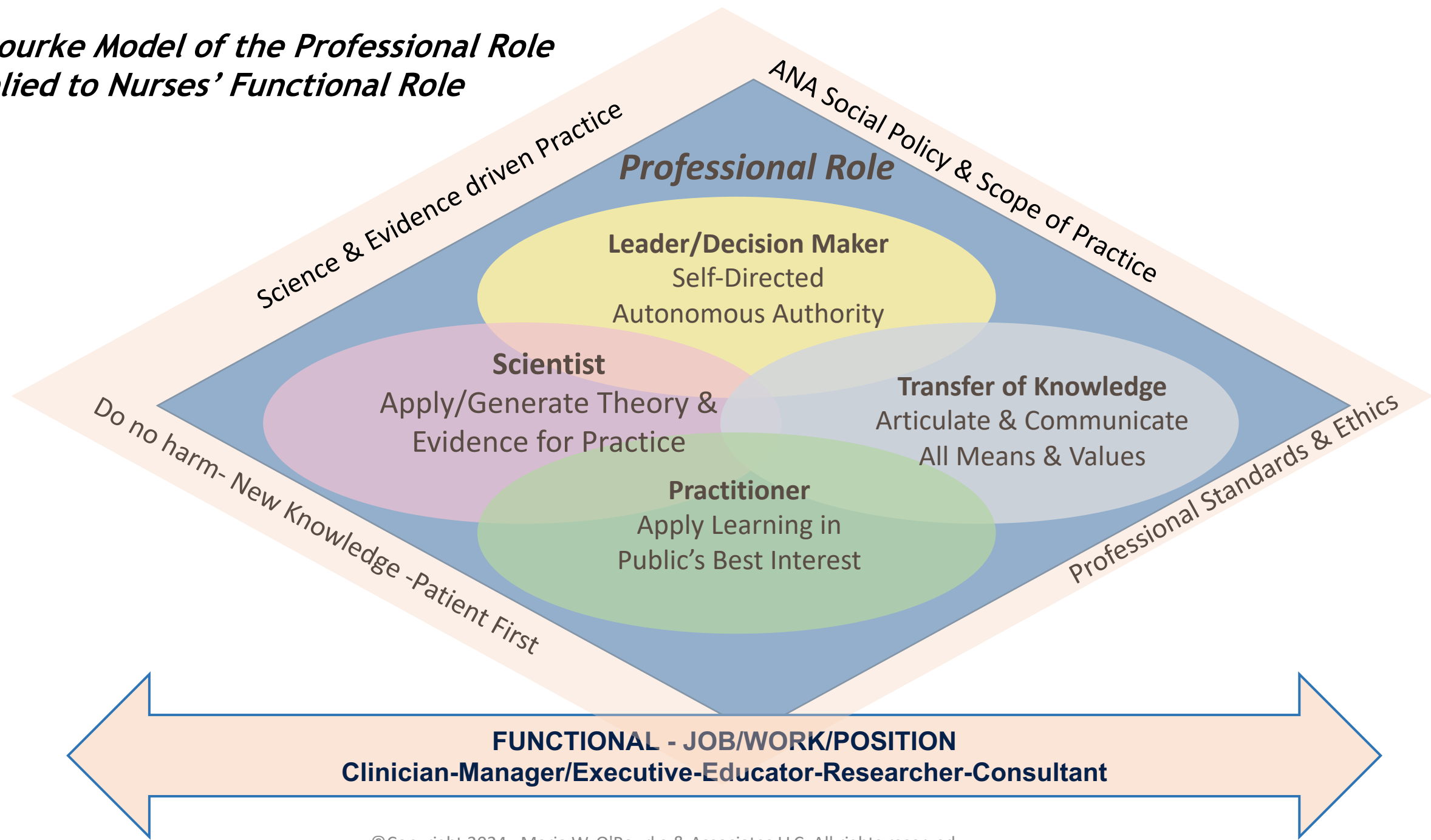
Why we Govern our Practice!

▶ To "Do No Harm" through control of practice based on Scope of Practice, Professional Standards, Code of Ethics and other regulations designed to protect the public.
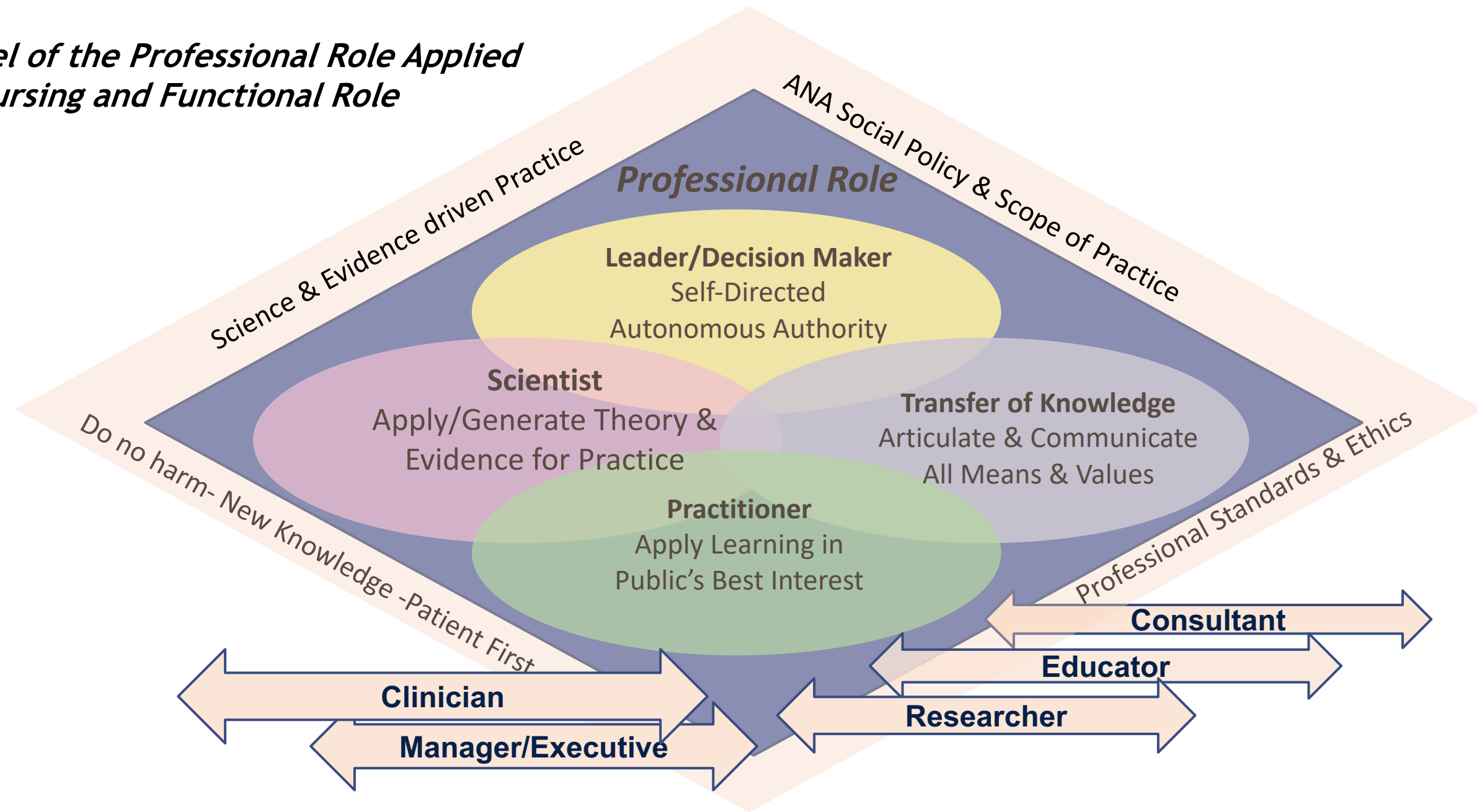
Now obligated and expected to generate work that helps implement those nursing values and standards!

We take a job!

O'Rourke Model of the Professional Role Applied to Nurses' Functional Role

Science & Evidence driven Practice

ANA Social Policy & Scope of Practice

Professional Role

Leader/Decision Maker
Self-Directed
Autonomous Authority

Scientist
Apply/Generate Theory &
Evidence for Practice

Transfer of Knowledge
Articulate & Communicate
All Means & Values

Practitioner
Apply Learning in
Public's Best Interest

Do no harm- New Knowledge -Patient First

Professional Standards & Ethics

FUNCTIONAL - JOB/WORK/POSITION
Clinician-Manager/Executive-Educator-Researcher-Consultant

Model of the Professional Role Applied to Nursing and Functional Role

Professional Role

ANA Social Policy & Scope of Practice

Science & Evidence driven Practice

Do no harm- New Knowledge -Patient First

Professional Standards & Ethics

Leader/Decision Maker
Self-Directed
Autonomous Authority

Scientist
Apply/Generate Theory &
Evidence for Practice

Transfer of Knowledge
Articulate & Communicate
All Means & Values

Practitioner
Apply Learning in
Public's Best Interest

Consultant

Educator

Researcher

Clinician

Manager/Executive

In Summary

▶ **Professional Role Identity Formation Theory**

  ▶ Provides a framework for clarifying key factors that impact professional role identity formation, adoption, and engagement that can impact the future nursing workforce.

▶ **The Model of the Professional Role™**

  ▶ Clarifies that the full realization of the power of the professional role and requires understanding of and commitment to the obligations that come with such power.

In Summary

- **The Model of the Professional Role applied to nursing**

  - Facilitates the development and sustainability of a robust educated nursing profession

  - Provides a nursing perspective that guides theory development and research about nursing and nurses

  - Clarifies the role of the professional nurse and the important role it plays in healthcare

- **Professional Role Driven Practice™**

  - A "way to be" that generates practice behavior in a role driven, holistic and integrated manner in real time

  - Practice perspective designed to uphold professional role and the nursing role obligations in a simultaneous and integrated manner.

Key Role Driven Practice™(RDP)Principles

▶ Learning without behavior change is irrelevant

▶ Accountability is a professional role obligation

▶ You can not hold others accountable. Only yourself!

▶ The only behavior you can change is your own!

▶ You can't change outcomes until you change practice, and you can't change practice until you know what to do when you show up

Inspiration

The goal of the profession is to provide service to humankind through living the art of the science

Rosemarie Rizzo Parse 1999

Thank You

Contact Information

Maria.orourke@roleclarity.org

Publications

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