

WONE Position Statement



The Value Proposition of Nursing

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The Wisconsin Organization of Nurse Executives (WONE) strongly supports the value proposition of nursing. A value proposition is a promise of value to be delivered and explains the benefit you provide, for whom, and how you do it uniquely well. WONE understands that we must shift focus from volume to value. Having a strong nursing workforce at the appropriate staffing levels, with the right education, and an empowered and accountable professional practice environment may require front end investment, but will yield superior outcomes (deliverables) on the backend with a positive return on investment. This work builds upon the WONE Guiding Principles in Achieving Excellence in Nurse Staffing: Standards of Practice for the State of Wisconsin (February 2015).

Value is defined in many different ways:

- Value=(Quality+Experience+Safety/Cost
- Value= the ratio of outcomes to costs
- Value=outcomes relative to costs and encompasses efficiency
- Value=Return on investment

The value of nursing is an important element to understand. Nursing is a fundamental driver of cost in health care organizations, but is also a fundamental driver of outcomes (Robert Wood Johnson Foundation, 2015). It is this achievement of outcomes that must be in the forefront so that decisions are made that will benefit the customer, as value should always be defined around the customer (Porter, 2010). The benefit to the customer will also ultimately benefit the organization—as the achievement of outcomes/high quality care result in care that is less costly (fewer adverse events, fewer readmissions, fewer hospital acquired conditions/infections, etc). We must change the thinking (paradigm) from “What is the cost of nursing?” to “What is the value of nursing?” An investment in nursing is the key to the achievement of exceptional clinical outcomes and positive patient experiences.

The literature clearly demonstrates linkages between levels of nurse staffing, levels of nursing education, nursing professional practice environments and the quality of care (value). Organizations that have undergone workforce optimization have effective nursing practice environments and above average staffing levels, are associated with higher value (lower mortality with similar costs) (Silber, et al., 2016).

Value to our patients is strengthened through a balanced collaborative effort from a patient safety and efficiency perspective. The delivery of care is team-based, and this team dynamic is essential to create value. Nursing plays a key leadership role as part of the interdisciplinary clinical team to help ensure that care delivery is accessible, efficient, effective, and affordable, providing the best value to patients/families and for health care organizations. Accountability for the desired outcomes and achievement of value belongs to all members of the team. Nurses must work at the top of their license, to maximize critical thinking and competency (IOM, 2011). Nursing has a responsibility to re-invent and develop innovative care delivery models to better match the shift to value based care and a consumer-driven marketplace.

Healthcare is shifting rapidly to the ambulatory care environment (primary care medical home, chronic disease management, complex care management, and population health), with strong consumer demand for convenient access and mobile technology- beyond bricks and mortar. This requires a more global view and focus on the value of nursing contributions to improving transitions of care across settings: acute, ambulatory and post-acute, and leadership roles in care management and care coordination. Preventing unnecessary admissions and readmissions is an example of nurses' contribution to add value to health care and enhance the patient and family experience of care.

Healthcare leaders must understand the value proposition and support its merit within their organization(s) to assure that nurses in Wisconsin are well positioned to achieve the highest of outcomes. Without an investment in nurses and nursing, high quality outcomes will be difficult to achieve.

References

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