

Role Clarification Processes in Primary Healthcare Teams: A Multiple-Case Study

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Presentation outline

1. Introduction
 2. Study objective
 3. Methods
 4. Reference framework
 5. Results
 6. Discussion
 7. Impact on nursing practice
 8. Conclusion
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Introduction



- ▶ High-performing primary care teams
 - ▶ The chief characteristics of healthcare systems that are responsive to population needs (Baker 2008, Baker et Denis 2011)
- ▶ The optimal development of such teams is a challenge for primary care systems
- ▶ The introduction of the role of primary healthcare nurse practitioners (PHCNPs) in Quebec in 2008
- ▶ The clarification of professional roles is one of the greatest difficulties encountered
- ▶ Lack of clarity concerning the nurse practitioner's role has led to confusion and resistance to its integration



Objective of the study

- Outline the processes for clarifying professional roles when the role of the primary healthcare nurse practitioner (PHCNP) is introduced into clinical teams.
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Methods

- ▶ Qualitative study
- ▶ Multiple-case study = 6 cases
- ▶ Data Collection
 - ▶ Semi-structured interviews with key actors
 - ▶ Documentation
- ▶ Qualitative data analysis
 - ▶ Phase One: Within-Case Analysis
 - ▶ Phase Two: Cross-Case Analysis



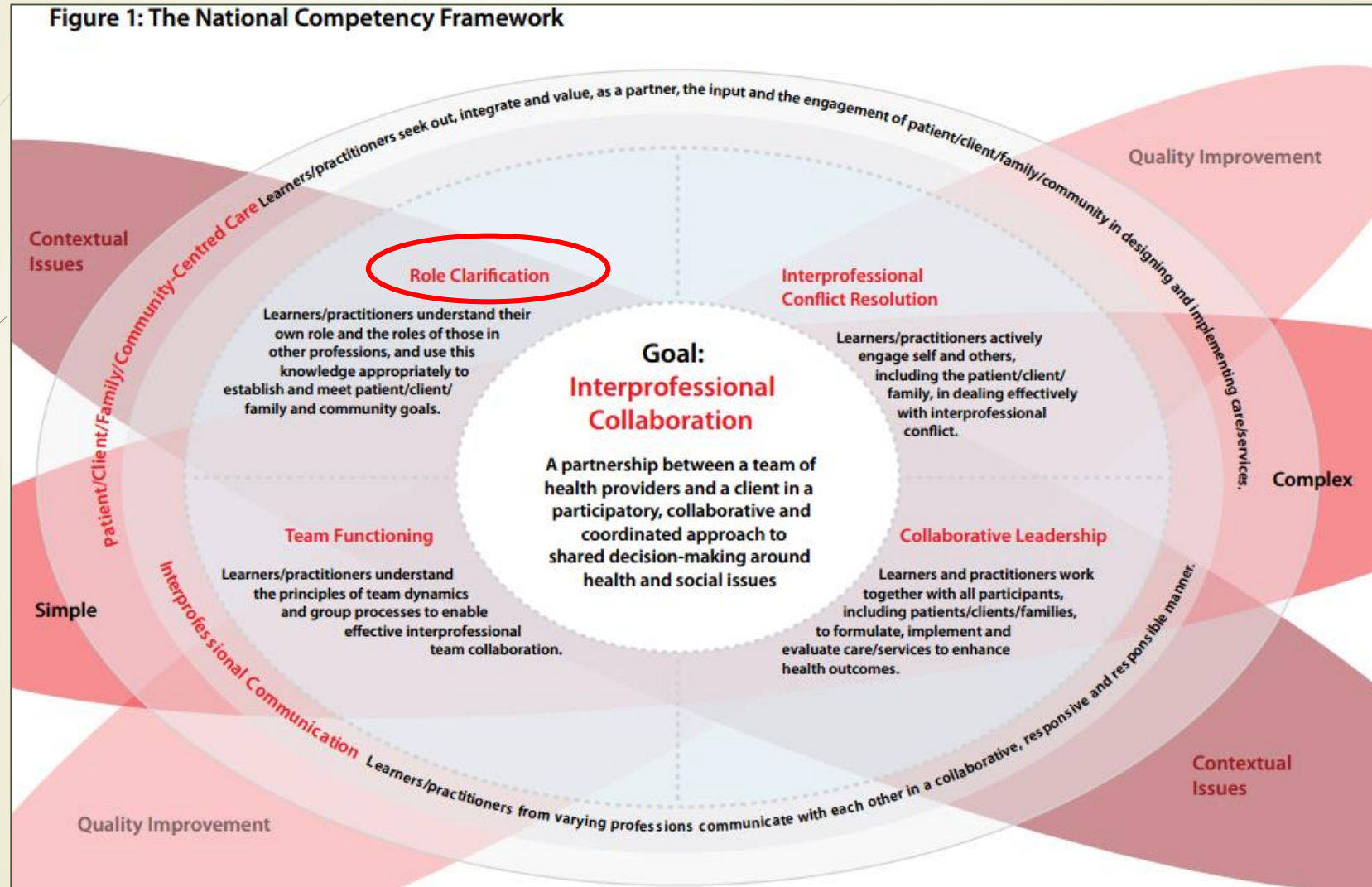
Case selection


- ▶ Geographic location
 - ▶ Urban vs. rural
- ▶ Patient management models
 - ▶ Joint, consultative, mixed
- ▶ Type of clientele served
 - ▶ Pediatric, geriatric, chronic illnesses, etc.
- ▶ Type and number of professionals working closely with the PHCNP

Participants


Participants	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Total
PHCNP	2	1	2	2	2	1	10
Physician partner	1	1	1	2	1	1	7
Management team member	2	1	2	2	2	2	11
Other interprofessional team members					1		1
Nurse and charge nurse	1		2	1	1		5
Total	6	3	7	7	7	4	34

Reference framework



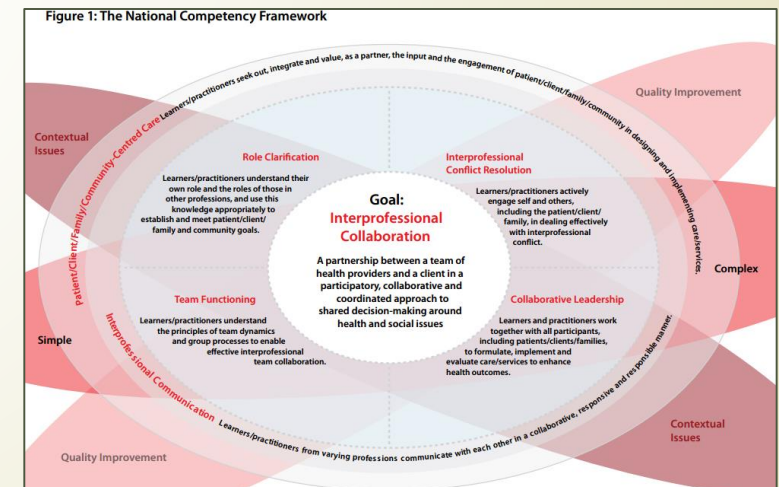


The Canadian National Interprofessional Competency Framework

- ▶ The six competency domains are:
 1. Interprofessional communication
 2. Patient/client/family/community-centred care
 3. Team functioning
 4. Collaborative leadership
 5. Interprofessional conflict resolution
 6. Role clarification
 - ▶ Three organizational components: practice context, complexity of clinical situations and quality improvement.
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Results

	Organisational Components
1.	Practice context
2.	Complexity of clinical situations
3.	Quality improvement in care and services





1. The Practice context

- ▶ Based on two elements:
 - ▶ An analysis of unmet patients' needs
 - ▶ The legislative framework governing PHCNP practice in Quebec

“Here in our organization, we met with the director of nursing to determine which would be the most appropriate sectors to receive a PHCNP, and what role she might take on, while also taking into account the regulations of the regional health agency.” (Clinical nurse specialist)



2. Complexity of clinical situations

- ▶ Refers to the broad spectrum of situations encountered

Simple → Complex


“I sat down with the PHCNP to talk with her about her preferences, her wishes, what she hoped to do in coming to work at our clinic, because the needs are so important that we have to make choices.” (Physician partner)



3. Quality improvement in care and services

- ▶ Integrating a new member into the primary care team can create opportunities to improve the quality of care and services

“... it's having a vision for nursing practice, saying, what roles should we be giving to each of these different job categories in nursing? So, not to think only about the PHCNP, and where we should put her, but to ask what role she should play in relation to the role of the registered nurse, the role of the staff nurse.” (Nursing coordinator)



Results (cont.)

Role clarification competency descriptors

1. Describing own role and that of others
2. Recognizing and respecting the diversity of others' roles
3. Performing own roles in a culturally respectful way
4. Communicating roles, knowledge, skills and attitudes using appropriate language
5. Accessing others' skills and knowledge appropriately through consultation
6. Considering the roles of others in determining own professional and interprofessional roles
7. Integrating competencies/roles seamlessly into models of service delivery



1. Describing own role and that of others


- ▶ PHCNPs were the best persons to explain their own role to other team members
- ▶ “ ...in a new role, you have to build up trust... And no one knows the role better than we do” (PHCNP)



2. Recognizing and respecting the diversity of others' roles

- Refers to all the dimensions associated with a professional role and its responsibilities and competencies.

“The PHCNP’s consultation will be more comprehensive. Physicians know that, in her role, the PHCNP can take more time for consultations with patients.” (Clinical nurse specialist)



4. Communicating roles, knowledge, skills, and attitudes using appropriate language

- ▶ Presentation of the role
 - ▶ Nursing director and the PHCNP presented together
- ▶ Informal communication vs. formal communication
- ▶ Use of tools such as a matrix




7. Integrating competencies and roles seamlessly into models of service delivery

- ▶ Integrating new projects into the nurse practitioner's work
- ▶ Example:
 - ▶ Creation of specific clinics for PHCNPs ex. Sexually transmitted and blood borne infection (STBBI)
 - ▶ PHCNP as a resource for training nursing staff




Professionals' role clarification

- ▶ An organizational Process
 - ▶ Use of tools
 - ▶ Information exchange
 - ▶ The key role of nursing leaders
 - ▶ A professional competency
 - ▶ Professional responsibility
- 




Practical implications

- ▶ The best performing teams were those that introduced organizational processes to support role clarification.
 - ▶ Role clarification needs to be planned
 - ▶ Nursing leaders have a key role in implementing new nursing roles
 - ▶ Each individual's responsibility is to be able to understand their own roles and share it with other professionals.
 - ▶ Professionals have to understand the roles of others
- 



Conclusion

- ▶ Role clarification is a key determinant of interprofessional collaboration, with both an organizational and a professional component, that each of the team members has to mobilize.
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Research Article

Role Clarification Processes for Better Integration of Nurse Practitioners into Primary Healthcare Teams: A Multiple-Case Study

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Question session

Thank you!

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