

A3: The value of nursing and nurses in a complex and changing world



International Forum on  
**QUALITY & SAFETY**  
in **HEALTHCARE**  
**COPENHAGEN**



Adapting to a changing world: equity, sustainability  
and wellbeing for all



 @QualityForum #Quality2023

 Institute for  
Healthcare  
Improvement

**BMJ**

# The Value of Nursing and Nurses in a Complex and Changing World

Maureen Bisognano  
President Emerita and Senior Fellow



# Lessons from my experiences caring for patients



- EQ is as important as IQ
- Teamwork is vital for best care
- Joy in

work

# Caring for patients across the system

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CQ

Being multilingual



# Caring for the whole system

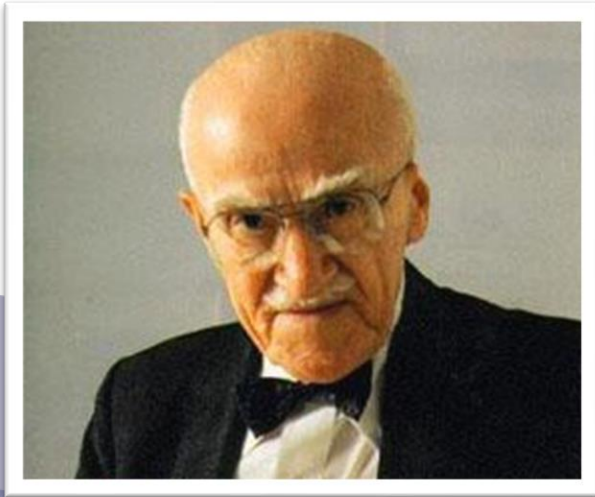
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- Learning from outside healthcare
- Harvesting
- Improving and innovating

# Seeing across the globe

- Culture matters
- $C + M (+ QI) = O$



**JURAN**

Empower your organization beyond its limits



# Leading with Don

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Values and leadership drive culture

Teamwork is key

- Multigenerational
- Multicultural
- Multiprofessional





# “Retirement”



**WELL BEING TRUST**

*Chairing Advisory Board Well-Being Trust*

*\* Tyler Norris CEO*





**IHI Senior Fellows – Asset Maps**  
Maureen Bisognano

*Teach Quality Improvement @ HSPH - 3 weeks every summer, 80 MDs*





*on Board of Indiana U Health System*  
*\* Dennis Murphy CEO*



*minutes of Health*

*Launching Global Campaign to Strengthen Nursing with Nigel Crisp + WHO*  
*\* Nigel Crisp*

**Board of Directors - The Commonwealth Fund**



*Board of Commonwealth Fund*  
*\* David Blumenthal*  
*\* Ben Chu*  
*\* Samir Sircars*  
*\* David Blumenthal*  
*\* Lessi Hanlon*  
*\* Michael Drake*  
*\* Laura Walker*  
*\* Mark Smith*  
*\* Louis Quam*



**Senior Fellow**

- new course (named by Paul!)
- leading at No Edge
- HIAE - Leadership Alliance
- split international work with Don on leadership

*\* Senior Advisor to 10K+10 to get 10,000 STEM Teachers in No teaching workforce 10 years (NASE)*





*\* Jane Polman CEO*  
*\* Michael Fisher CEO*  
*\* Uma Kogut*  
*Board of Cincinnati Children's*

*Advisory Board Pulse Newsletter*  
*\* Paul Cross*



*CoChairing Coalition on Serious Illness Care with*  
*\* Ariel Gewand*

*Advisory Board for Center for Health Professionals*  
*\* Paul Levine*

**National Academy of Medicine**  
*Co Chair of Section 12 Administration, Research & Education*  
*NAM with*  
*\* Nirav Shah*

*\* Chack - Johnson*  
*\* Heather - Eva*  
*\* Gorb - Photography*



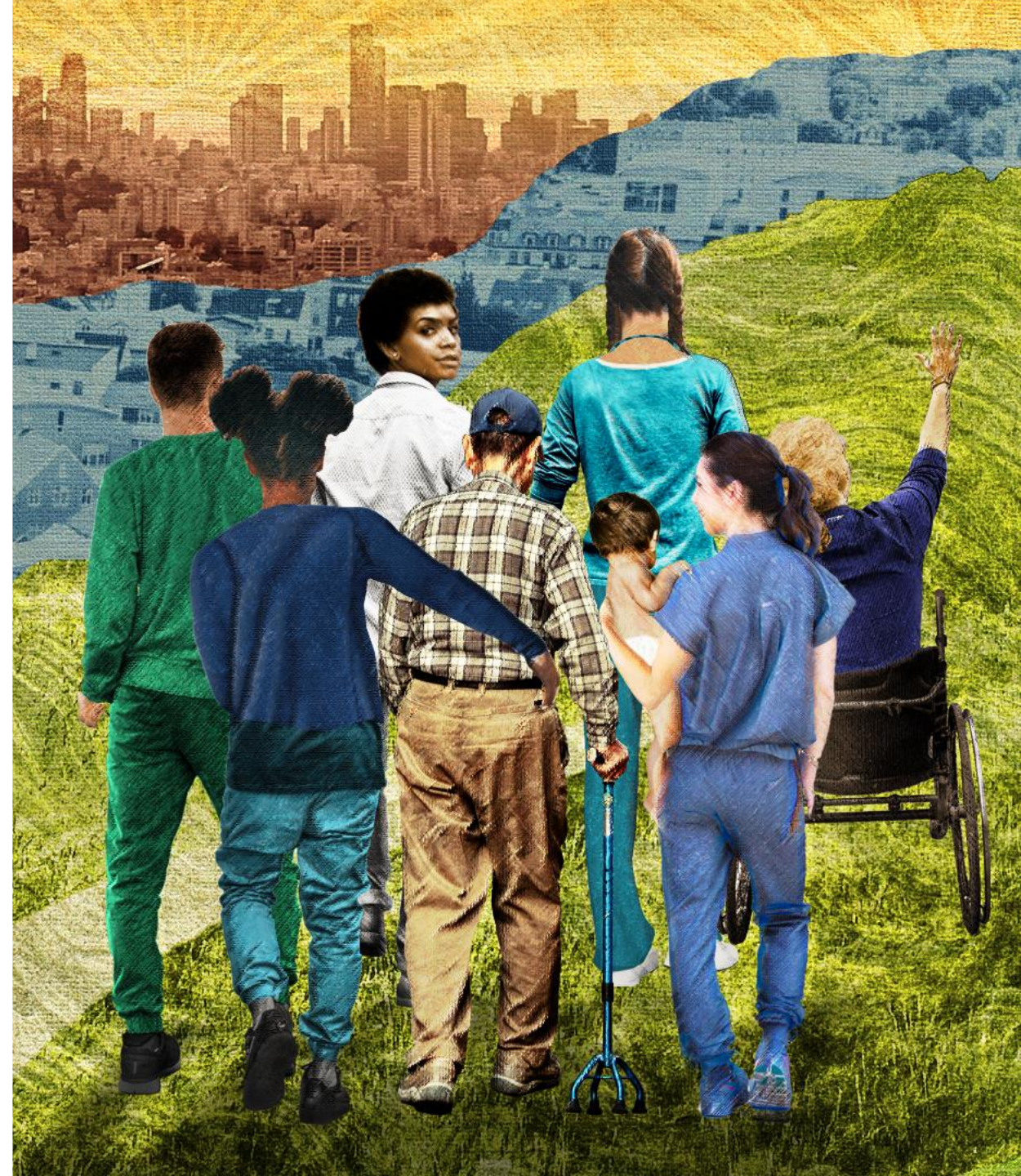


# The Future of Nursing 2020-2030

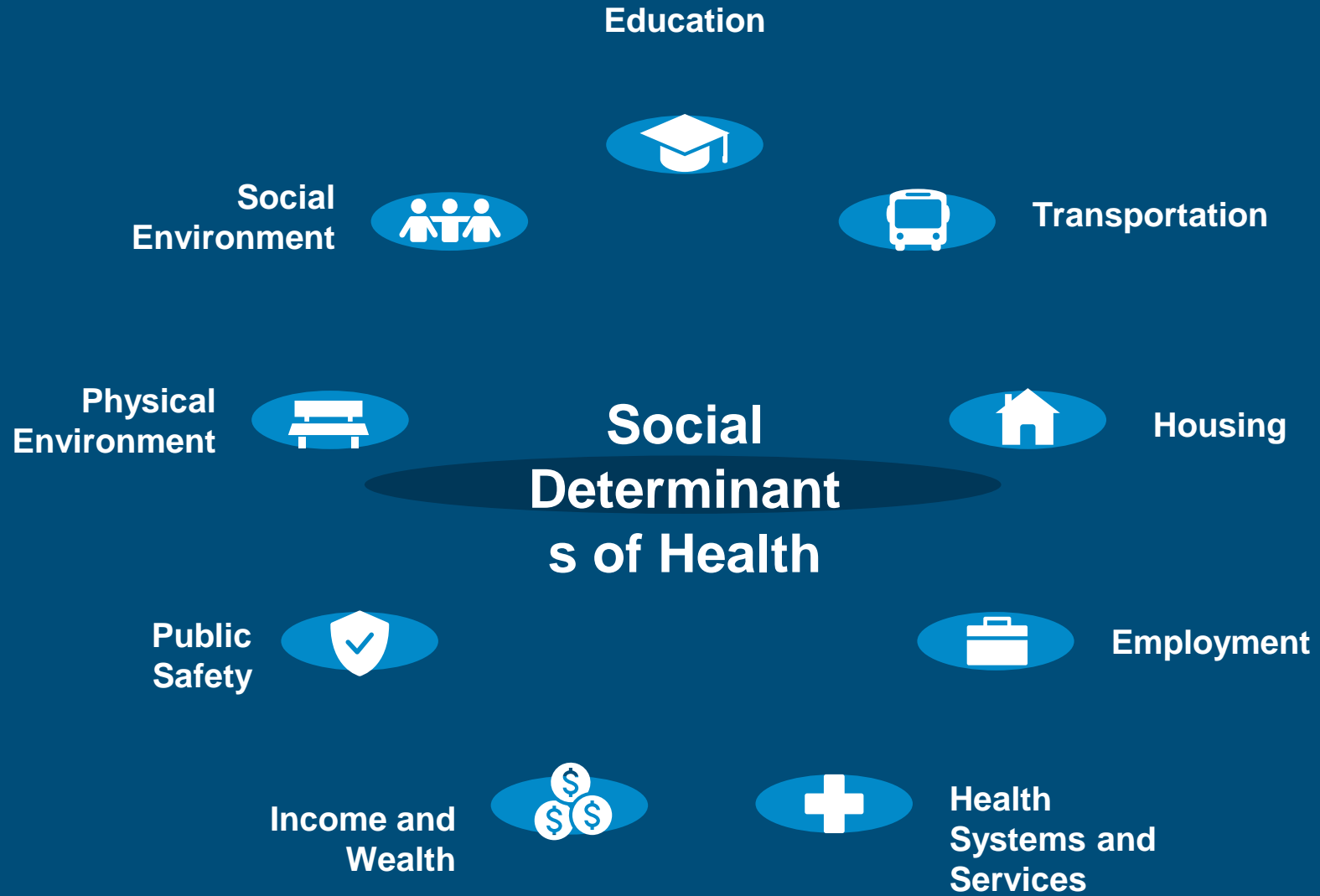
# Charting a Path to Achieve Health Equity

NATIONAL ACADEMY OF MEDICINE

*The National Academies of*  
SCIENCES • ENGINEERING • MEDICINE



## The Challenge



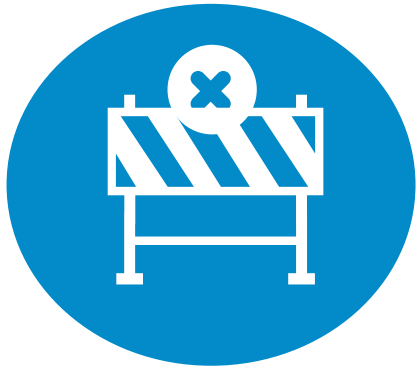


An illustration featuring five healthcare professionals and an elderly patient. On the left, an elderly woman with white hair sits in a wheelchair, wearing a light blue jacket over a yellow top. Next to her stands a male nurse in green scrubs with a stethoscope. In the center is a female nurse in orange scrubs with a stethoscope. To her right is a female doctor in a white lab coat over a blue top. On the far right is a female nurse in light green scrubs wearing a blue hijab and a stethoscope. They are all standing with their hands on their hips or resting on the wheelchair. The background is a stylized landscape with a city skyline on the left, mountains on the right, and a windmill in the distance. The sky is blue with white clouds.

# The Vision

The achievement of health equity in the United States should be built on **strengthened nursing capacity and expertise.**

## **The systems that educate, pay, employ, and enable nurses need to:**



**Permanently  
remove  
barriers**



**Value nurses'  
contributions**



**Prepare nurses  
to advance  
equity**



**Diversify the  
workforce**



# Expanding Scope of Practice to Address the Opioid Crisis



*The Vision:*

**Permanently Remove Barriers**

Value Nurses' Contributions

Prepare Nurses to Advance Equity

Diversify the Workforce

# What Institutional Barriers Do Nurses Face?



Restrictions on providing telehealth services



Limiting workplace policies



Barriers to education



Barriers to good health and well-being





**Health cannot be a  
question of  
income. It is a  
fundamental  
human right.**

– Nelson Mandela, social rights activist and politician



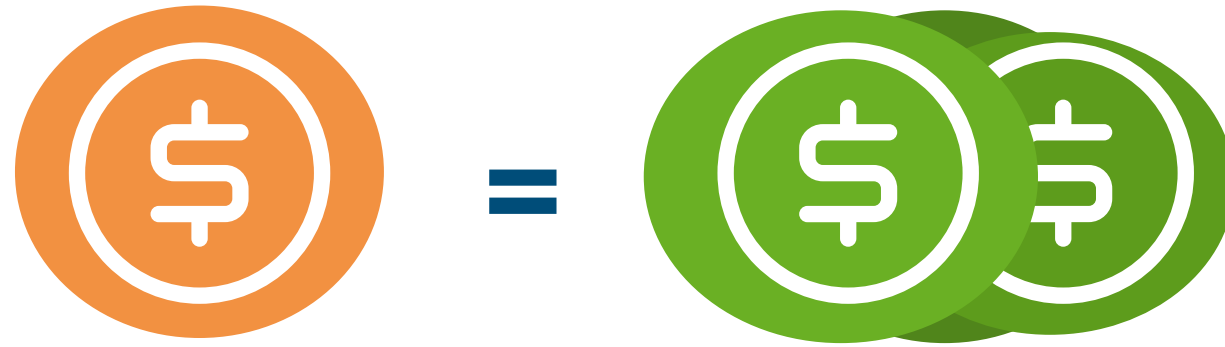
1

## Reforming Payment Models



2

## Valuing Community and Public Health Nursing



**Each dollar invested in school health services yielded \$2.20 savings per student in avoided medical procedures and lost productivity of teachers and parents**

# Nurses as Bridge Builders



*The Vision:*

Permanently Remove Barriers

**Value Nurses' Contributions**

Prepare Nurses to Advance Equity

Diversify the Workforce

1

**Transforming  
Nursing  
Education**

2

**Preparing Nurses  
to Respond to  
Disasters and  
Public Health  
Emergencies**

3

**Fostering Nurse  
Well-Being**

# 80,000+

**Otherwise qualified applicants in the 2019-2020  
enrollment cycle were turned away due to  
faculty shortages**

## What Can Nurses Do?



1

Make sure they are well prepared to bridge medical and social needs.



2

Take care of their own mental and physical health so they can care for others.



3

Advocate for policies that address poverty, racism and other conditions that stand in the way of health and well-being.



RHODE ISLAND  
**NURSES INSTITUTE  
MIDDLE COLLEGE**  
CHARTER SCHOOL

Providence, Rhode Island

*The Vision:*

Permanently Remove Barriers

Value Nurses' Contributions

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**Diversify the Workforce**



# Nursing Now CHALLENGE

a programme of The Burdett Trust for Nursing

## Nursing Now Challenge

Professor Maureen Bisognano,  
Nursing Now Challenge Board Member







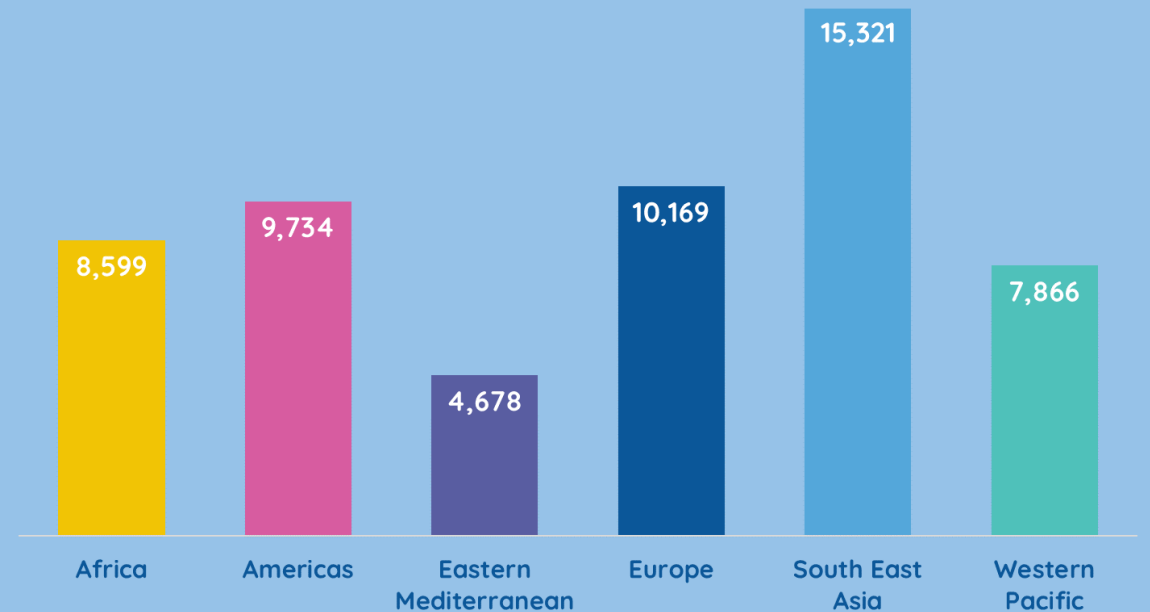


## Latest Figures

59,237

nurses & midwives from **939** organisations in **89** countries

## WHO Regions



*“The Nursing Now Challenge is a table built for nurses, by nurses. It is more than a table actually, rather an entire community and platform where nurses are celebrated, encouraged, and empowered.”*

**Amy, Registered Nurse, United States**



*“Too often we underestimate the power of a kind word, a listening ear, or the smallest act of caring, all of which have the potential to turn a life around. This experience gave us great job satisfaction and helped us to gain invaluable experience.”*

**Kamala and Krishma, Nursing Students, Nepal**



# Nursing Now Challenge Global Solutions Initiative

The Global Solutions Initiative was created to provide a platform for nurses and midwives around the world to share their ideas and encourage nurse and midwife-led innovations that resolve global health issues.

## The NNCGSI aims to:



Encourage the development of practical nurse and midwife-led solutions globally



Provide a space for nurses and midwives to share expertise and demonstrate the power of their knowledge through their innovative solutions to everyday global health challenges



Raise awareness of global health issues and develop bold, practical ideas to improve health



So far we have run twelve NNCGSIs and supported 28 nurses and midwives to develop their ideas.



# Immunisation Advocacy Champions

In partnership with the Sabin Vaccine Institute's Immunization Advocates programme, the Nursing Now Challenge is working to elevate the voices & perspectives of early-career nurses & midwives with the aim of influencing discussions & decisions on vaccine equity & acceptance at local, national & global levels.

The Nursing Now Challenge & the Immunization Advocates are supporting the Immunisation Advocacy Champions to develop advocacy activities to promote vaccine equity & acceptance. Recently, the Immunisation Advocacy Champions have been able to showcase their work on the global stage, attending events including the UN General Assembly and the World Innovation Summit for Health Summit.



# Thank you!

Maureen Bisognano

President Emerita and  
Senior Fellow

Institute for Healthcare  
Improvement

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