

**The Expert Role of the DNP Prepared Nurse  
Impacting Healthcare Systems;  
Bench to Bedside,  
Classroom to Boardroom**

**2019 DNP National Conference  
Washington, DC  
August 8, 2019**

# Objectives

**Objective 1. Identify how the DNP degree can be utilized in variety of practice settings and roles.**

**Objective 2. Discuss how the DNP educated nurse can impact healthcare policy on the local, regional and national level.**

**Objective 3. Describe ways the DNP educated nurse engages the inter-professional team to improve health outcomes.**

# IOM, 2010

The Future of Nursing:

**LEADING CHANGE, ADVANCING HEALTH**



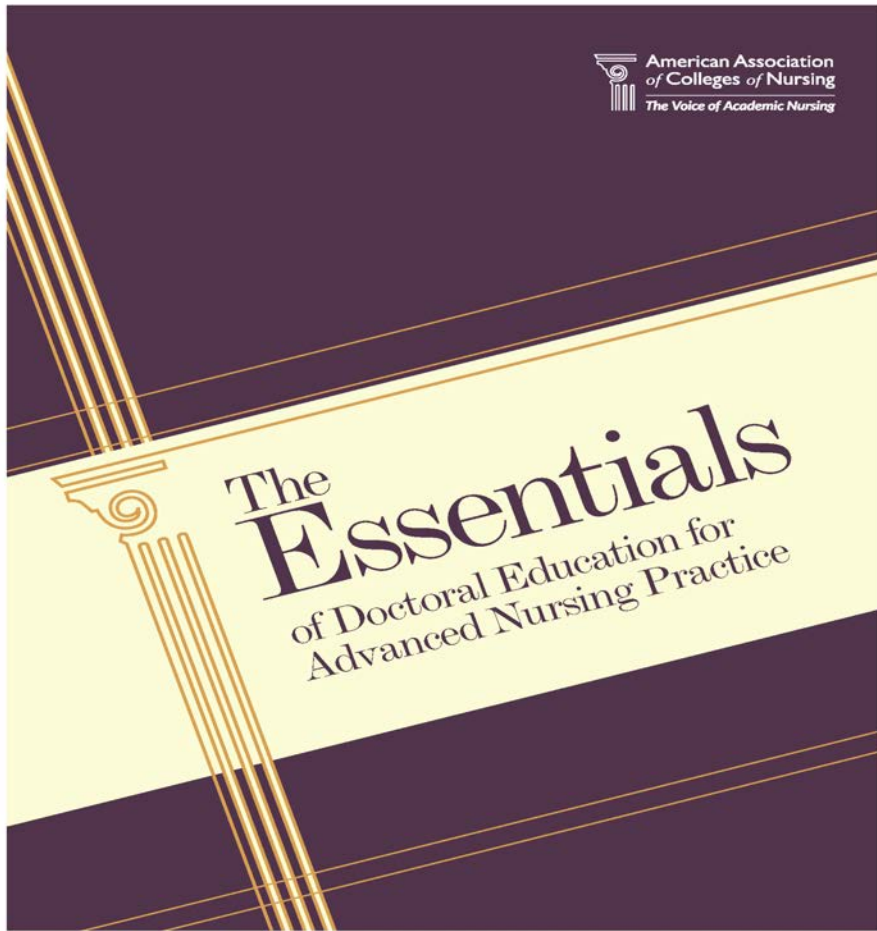
INSTITUTE OF MEDICINE  
OF THE NATIONAL ACADEMIES

# **Institute of Medicine, (2010). The Future of Nursing: Leading Change, Advancing Health**

- Nurses should practice to the full extent of their education and training.
- Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
- Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States.
- Effective workforce planning and policy making require better data collection and information infrastructure.



American Association  
of Colleges of Nursing  
*The Voice of Academic Nursing*



The  
**Essentials**  
of Doctoral Education for  
Advanced Nursing Practice

# **The Essentials of Doctoral Education for Advanced Nursing Practice**

- I. Scientific Underpinnings for Practice**
- II. Organizational and Systems Leadership for Quality Improvement and Systems Thinking**
- III. Clinical Scholarship and Analytical Methods for Evidence-Based Practice**
- IV. Information Systems/Technology and Patient Care Technology for the Improvement and Transformation of Health Care**
- V. Health Care Policy for Advocacy in Health Care**
- VI. Interprofessional Collaboration for Improving Patient and Population Health Outcomes**
- VII. Clinical Prevention and Population Health for Improving the Nation's Health**
- VIII. Advanced Nursing Practice**

## **DNP Education**

- Prepare nurses for clinical practice, clinical leadership, restructuring health care, and translation of research into practice
- AACN reinforces preparing expert practitioners to be leaders for complex organizations and systems and fully participate in interprofessional health teams.
- Prepare expert clinicians who lead by applying evidenced based research to clinical and/or systems to improve health outcomes
- DNP prepared nurses hold positions that lead collaborative projects to improve quality of care, improve health care systems and patient outcomes.



# **DNP as an Educator**

**Monica L. Tenhunen, DNP, RN, GNP-BC**  
**Associate Professor**  
**Texas A&M University-Commerce**





[https://www.google.com/url?sa=i&source=images&cd=&ved=2ahUKewijmpyeiNviAhVBekwKHQNmBAkQjRx6BAGBEAU&url=https%3A%2F%2Fnursing.jhu.edu%2F&psig=AOvVaw36no\\_DMIDgqHURyAHoiYh&ust=1560123800849838](https://www.google.com/url?sa=i&source=images&cd=&ved=2ahUKewijmpyeiNviAhVBekwKHQNmBAkQjRx6BAGBEAU&url=https%3A%2F%2Fnursing.jhu.edu%2F&psig=AOvVaw36no_DMIDgqHURyAHoiYh&ust=1560123800849838)

<https://blogs.gcu.edu/college-of-nursing-and-health-care-professions/career-spotlight-nurse-educator/>

## **Challenges in Nursing Education**

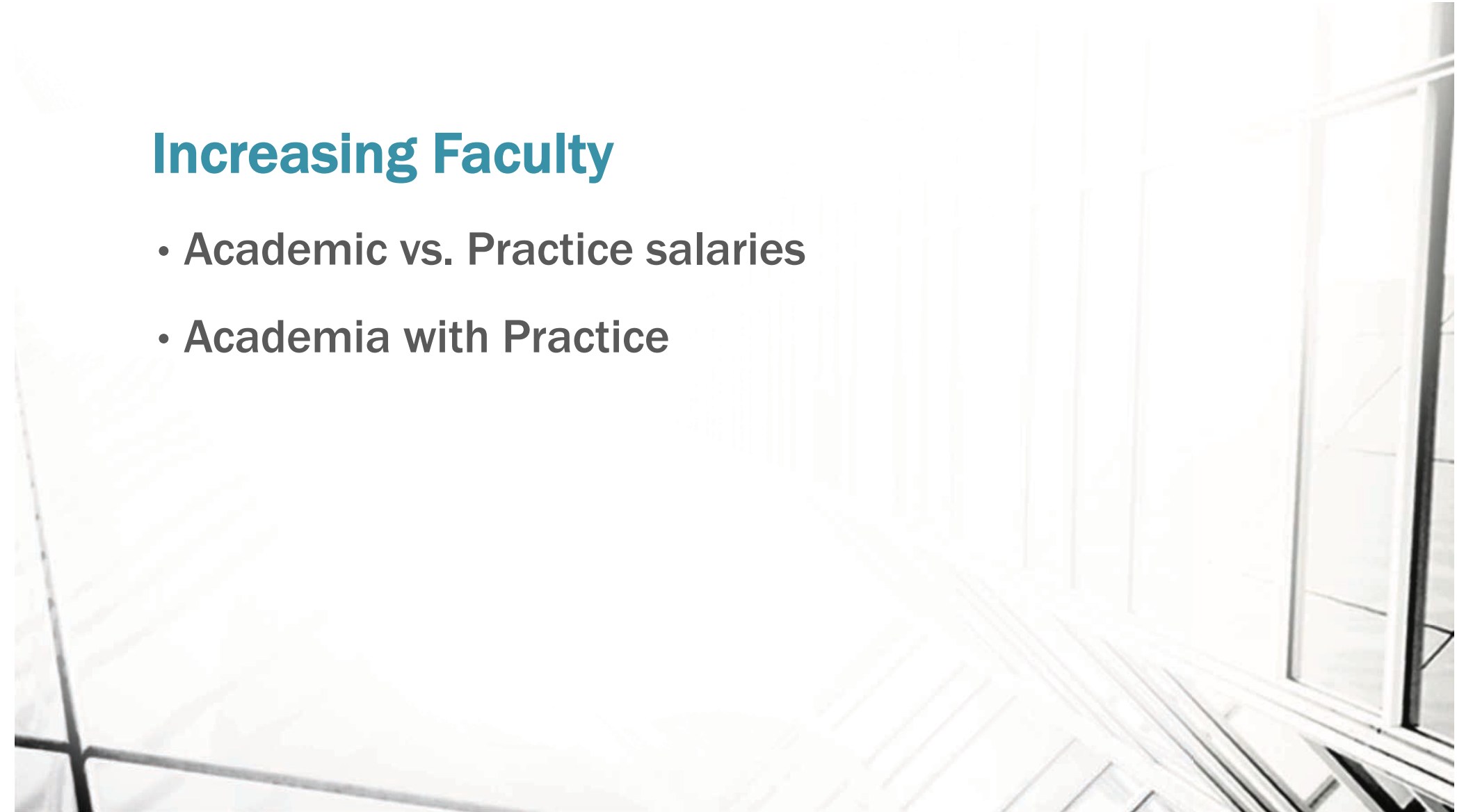
- Need for more nurses at all educational levels
- Current faculty age
- Need for nursing faculty

# Models in Colleges & Universities

- Terminal degree
- Clinical faculty
- Tenure-track faculty
- Administration

## **Increasing Faculty**

- Academic vs. Practice salaries
- Academia with Practice



## **Value of clinical practice**

- **Maintain current knowledge and skills**
- **Teach how knowledge is applied in practice**
- **Examples of EBP implementation and maintenance**

## **Research in Academia**

- Implement EBP from clinical practice
- Evaluate teaching done by DNP faculty
- Develop EBP for academia

## **Policy in Academia**

- Undergraduate nursing students
- Graduate nursing students
- University
- Local healthcare organizations
- State/National

## **Collaboration in Academia**

- **Develop and implement innovative programs to expand nursing student knowledge**
- **Work with other disciplines to improve health care**
- **Expand knowledge about nurses on campus**



# **DNP as a Nurse Executive in Executive Leadership Role**

**JEANINE M. FRUMENTI, DNP, RN, CLNC**

**Sr. Vice President Patient Care Services, Chief Nurse Executive  
One Brooklyn Health @ Brookdale University Medical Center**



<https://www.brookings.edu/opinions/its-time-to-disrupt-the-existing-hospital-business-model/>

<https://www.bestmasterofscienceinnursing.com/faq/duties-nurse-executive/>

## **Executive Leadership Positions**

- **CNO /CNE in complex hospital systems**
- **Dean school of nursing**
- **Local, state, national organization advocating health policy**
- **Senior leader in case management, home care, etc.**
- **Senior leader in risk management, PI, informatics**
- **Senior leader in nurse recruitment, nurse practitioners**
- **Boards of directors**

## Senior Leaders Role

Leading and succeeding in this highly complex healthcare environment, a DNP LEADER must have strong skillsets in:

- Business,
- Communication,
- Professionalism,
- Knowledge,
- Leadership Skills,
- Nursing Services,
- Stakeholder Mapping

## **Required Business Skills for the DNP Leader**

- Human resources
- Financial
- Strategic planning
- Operational planning
- Exploring technologies that create efficiencies
- Working relationship with unions
- Patient safety oversight

## **DNP Leaders Drive Change By:**

- **Implementing evidenced based practice & standards**
- **EBP: Translating research to practice outcomes**
- **Moving nursing education to policy/procedure & staff competency**
- **Establishing innovative approaches for staff & patient satisfaction**

## **DNP Leaders Drive Change By:**

- **Establishing Regulatory Standards**
- **Ensuring Improved Healthcare Outcomes**
- **Communication/ Advocacy with External/Internal Bodies**

# **Advocating New Laws for Healthcare Policy**

## **New Policy Development 2018**

- **Peripherally Inserted Central Catheters**
- **Do Not Resuscitate Laws**
- **NICU: standing orders for newborn care**



## **DNP Professionalism for Leaders:**

- Ethics
- Advocacy for nursing practice
- Membership in professional organizations
- Career
- Professional accountability

# **DNP as a Health System Leader**

**Barbara L. Buchko, DNP, MS, RN, RNC-MNN**  
**Director of EBP and Nursing Research,**  
**WellSpan Health**



# Healthcare System Opportunities

- EBP and nursing research
- Professional practice
- Education/professional development
- Quality improvement/ Performance improvement
- Informatics
- Workforce management
- Magnet®/Pathway to Excellence®

# Strategic Planning

- Organizational culture
- Leadership support
- Resources
  - Doctoral prepared nurse(s)
  - Budget
  - Library
  - Statisticians
- Mentorship
- Communication



# EBP Implementation in Daily Practice

Barriers	Facilitators
<ul style="list-style-type: none"><li>• Time</li><li>• Inadequate knowledge and skills</li><li>• Manager/leader resistance</li><li>• Lack of access to evidence/information</li><li>• Organizational culture</li></ul>	<ul style="list-style-type: none"><li>• Knowledge and skills of EBP</li><li>• Time</li><li>• Manager role modeling and support of EBP</li><li>• Organizational support/awareness</li><li>• Access to information</li><li>• Mentors skilled in EBP</li></ul>
<p><b>Advancing Research and Clinical Practice Through Close Collaboration: ARCC Model©</b></p> <p>Melnik &amp; Fineout-Overholt (2005)</p>	

# Nurse Leader Engagement

- Strategic plan development and rollout
- Expectations
- Education
- Magnet®/Pathway to Excellence®
- Outcomes
  - Patient
  - Nurse

# Nurse Engagement

- Job description/Advancement
- Education
  - Resources
  - Nurse Residency Program
  - Journal club
  - Workshops/computer-based training
  - EBP and Nursing Research Fellowship program
- System shared decision-making
  - Expectation for use of evidence
  - Communication





# Fellowship Outcomes

36 Fellows since 2007

33 EBP projects and 6 research studies

Poster presentations- 36 (1 international)

Podium presentations – 28 (1 international)

Awards - 10

Publications – 9

Earned advanced degrees – 11

Currently enrolled in graduate program – 8

Advanced career – 14

Engaged staff - > 200



# Clinical Practice Change Across a System


- Assure the highest quality of care
- Reduce inappropriate variation
- Promote patient satisfaction and clinical outcomes
  - Disposable bath wipes vs bath basin and CAUTI rates
  - EHR and evidence-based risk assessment and screening tools
- Collaboration with PhD colleagues
  - ECMO and post-discharge support

# Interprofessional Collaboration

- Patient falls
- Opioid reduction and safe use
- Early mobility in the ICU
- Devise pressure injury
- Caregiver readiness for discharge of patient with traumatic brain injury



# **DNP as a Nurse Practitioner**

**Sarah AK Heinonen, DNP, APRN, NEC, CPNP-PC  
Lead Cardiopulmonary Inpatient Nurse Practitioner  
 Children's Hospital Los Angeles**



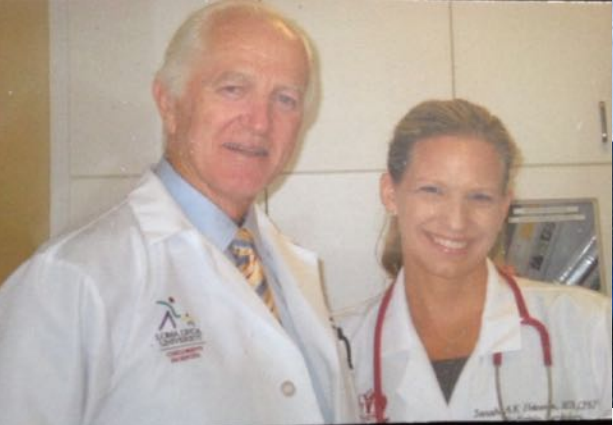
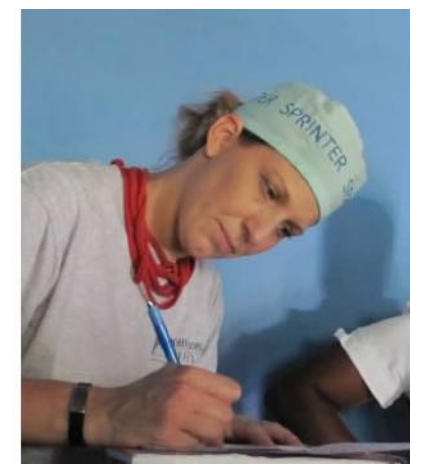
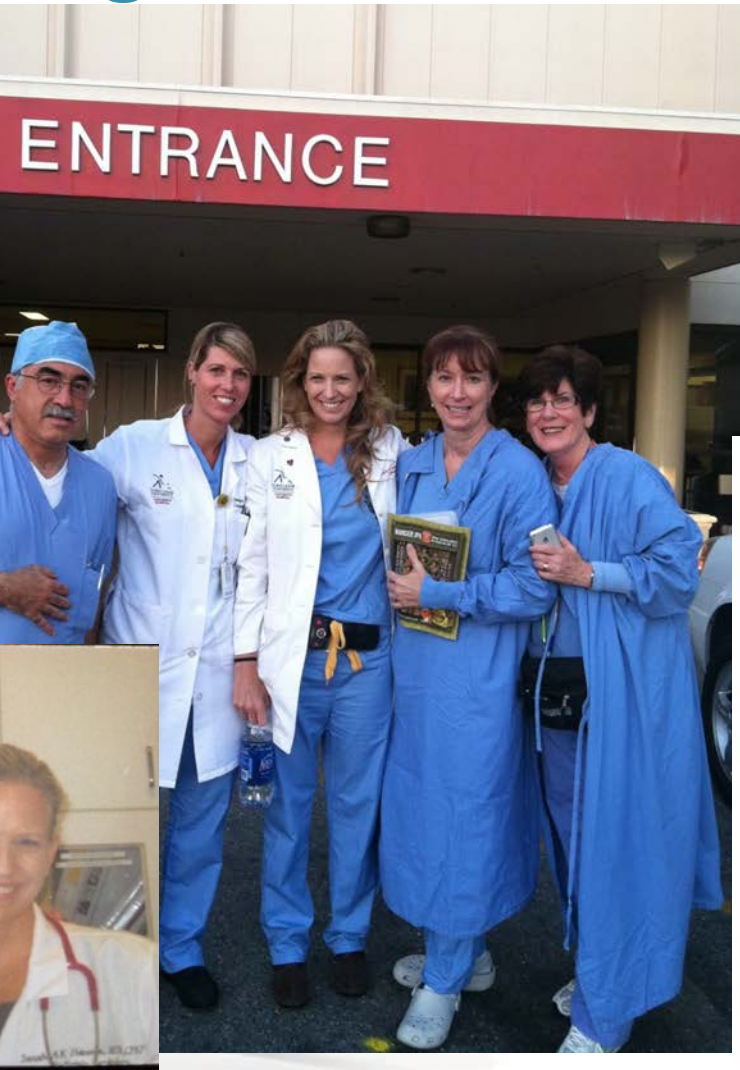
**Meeting the call for safe and effective patient care with education, collaboration and innovation**

## **The Role of Policy in Practice**



<http://hancocorp.com/project/pediatric-clinic-hattiesburg-ms/pediatric-clinic-hattiesburg-ms-3/>  
[www.gannon.edu](http://www.gannon.edu)

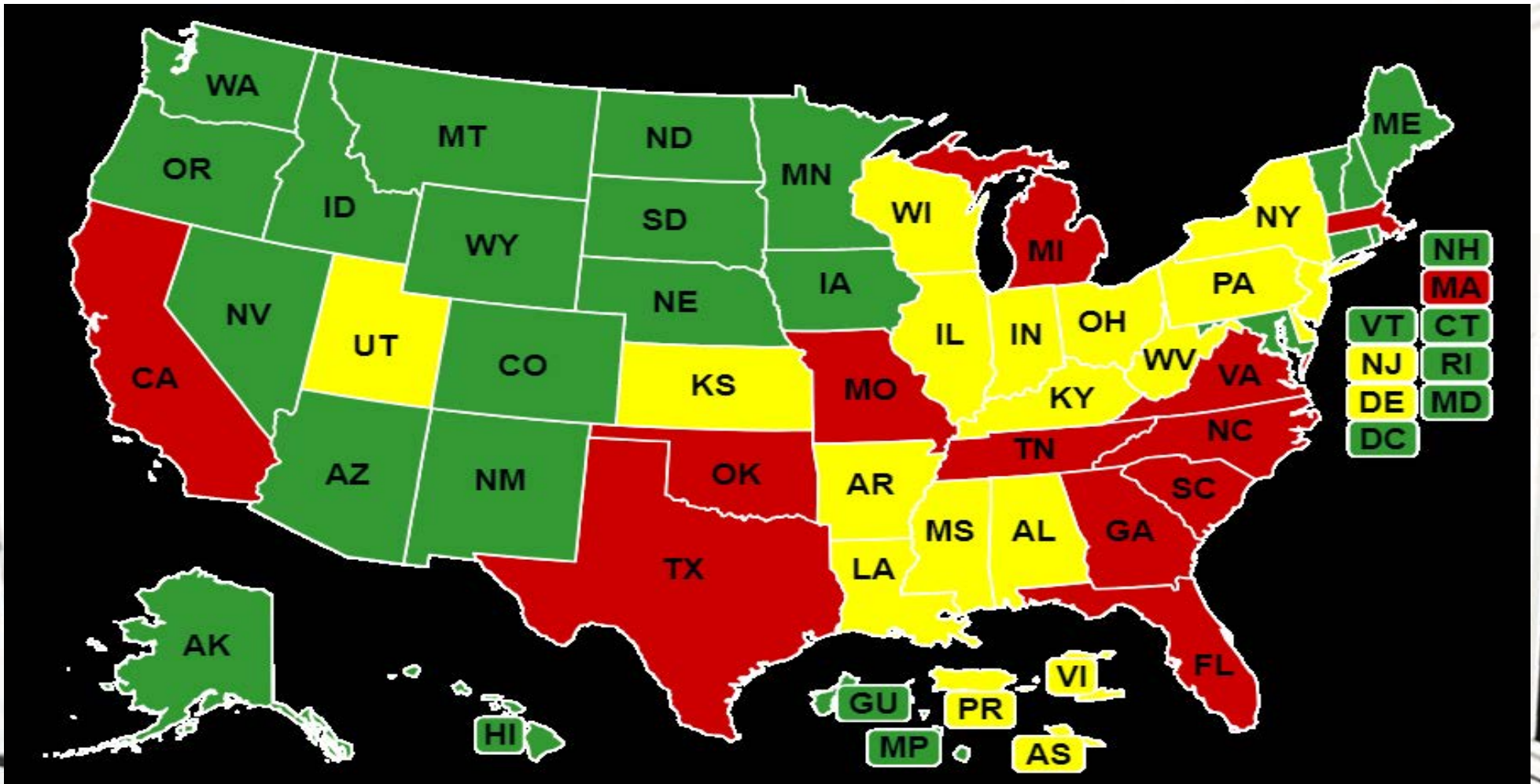
# NP Roles/Settings



## **Objectives: Policy in Practice**

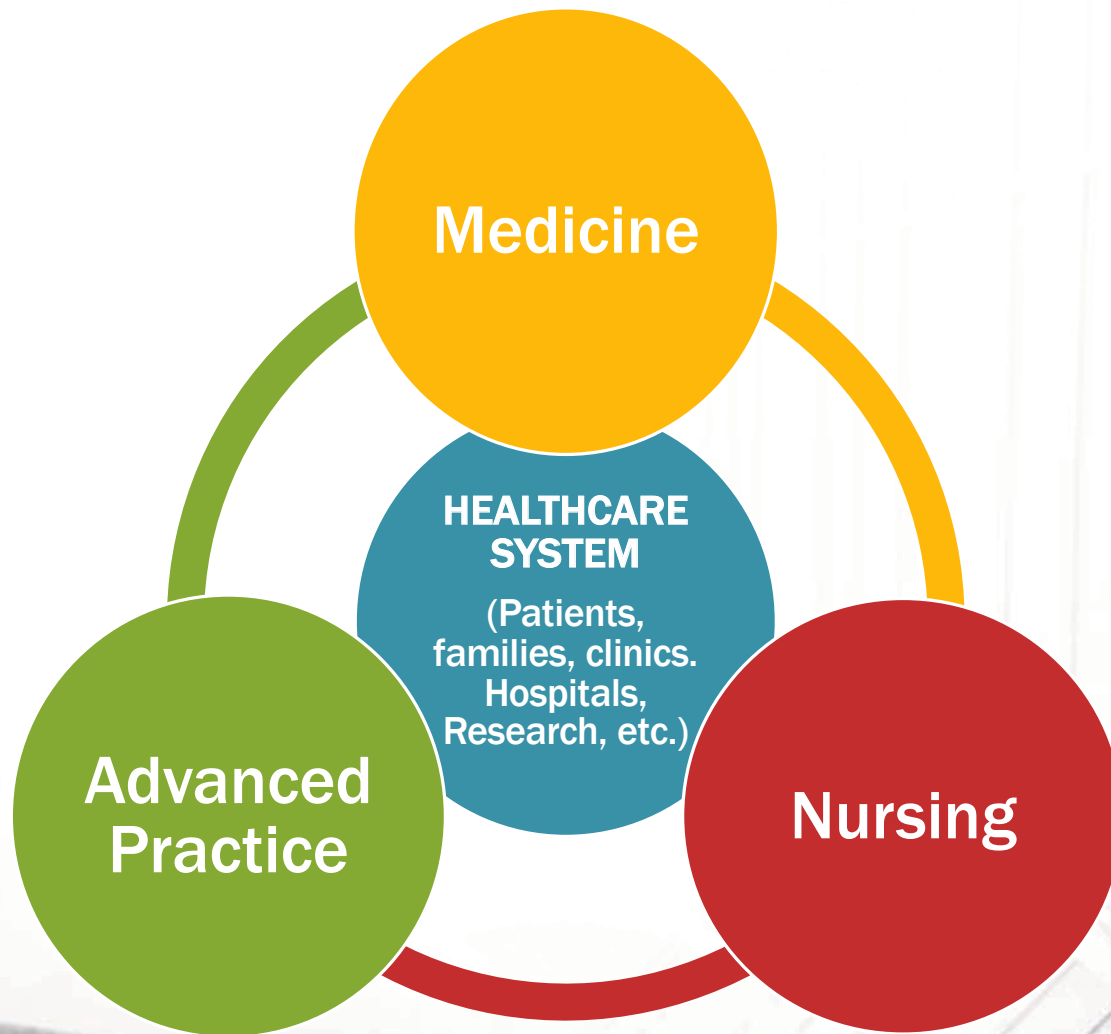
- **Processes for policy development and framework for implementation in clinical practice**
- **Developing and implementing policy in clinical practice**
- **Collaboration in clinical practice to influence change**

# NP State Practice Environment





## A MODEL FOR A BALANCED COLLABORATIVE



# DNP CLINICAL PRACTICE ROLES EXAMPLES

- **Advanced Practice Program/Division Directors (Health systems/Hospitals)**
- **Advanced Practice Clinical Managers**
- **Advanced Practice Clinical Educators (AP Fellowship Directors)**
- **Board Members (Medical Staff / Medical Groups , etc...)**
- **Collaborative Initiative Group Members**
- **APP Clinical Leads (APP Clinics / Specialty Divisions / Teams (shifts / settings)**
- **Medical/Clinical Staff members**

# DNP NURSE PRACTITIONER EXPERT AREAS

- Identified practice areas (Specialty care, primary, etc.)
- Leadership
- Effective Communication
- Team building
- Strategic Planning
- Good Stewards of Resources / Advocacy
- Professionalism (Practice / Development / Presentation)
- Program development/implementation
- Practice Policy (Development / Implementation)
- Evidenced Based Practice (AP)
- Clinical Practice Scholarship
- Translation of Research to Practice
- Advanced Practice Teaching / Education
- InterProfessional Collaboration
- Grace and Humility

# Progression of Novice to Expert NP

Professional Advancement Model for Advanced Practice Providers (APPs)

Novice APP <i>Less than 3 years of practice</i>	Junior APP <i>Minimum 3 to 10 years of practice</i>	Senior APP <i>Minimum more than 10 years of practice</i>
<b>Clinical Practice:</b> <ul style="list-style-type: none"> <li>- <i>Reviews</i> current clinical processes, procedures and standards and works with others to make/implement changes to improve outcomes through quality improvement projects</li> <li>- <i>Maintains</i> certifications necessary for job performance</li> </ul>	<b>Clinical Practice:</b> <ul style="list-style-type: none"> <li>- <i>Lead</i> role in reviewing current clinical processes, procedures and standards and <i>leads</i> implementation of changes to improve outcomes through <i>leadership</i> in quality improvement projects</li> <li>- <i>Maintains</i> certifications necessary for job performance and <i>seeks/obtains</i> other certifications specific to specialty</li> </ul>	<b>Clinical Practice:</b> <ul style="list-style-type: none"> <li>- <i>Leads and implements</i> reviews of current clinical processes, procedures and standards and <i>implements</i> changes to improve outcomes through quality improvement projects</li> <li>- <i>Maintains</i> certifications necessary for job performance and <i>obtains</i> other certifications specific to specialty</li> </ul>
<b>Clinical Education:</b> <ul style="list-style-type: none"> <li>- <i>Involved</i> in staff education processes for division/subspecialty</li> <li>- <i>Lectures</i> within <i>division</i></li> <li>- <i>Involved</i> in development of educational resources for staff and patients/family</li> </ul>	<b>Clinical Education:</b> <ul style="list-style-type: none"> <li>- <i>Mentorship</i> of staff</li> <li>- <i>Preceptor</i> for students</li> <li>- <i>Development</i> of staff education processes for division/subspecialty</li> <li>- <i>Lectures</i> within <i>division/hospital/locally</i></li> <li>- <i>Development</i> of educational resources for staff and patients/family</li> </ul>	<b>Clinical Education:</b> <ul style="list-style-type: none"> <li>- <i>Mentorship</i> of staff</li> <li>- <i>Preceptor</i> for students</li> <li>- <i>Development and implementation</i> of staff education processes for division/subspecialty</li> <li>- <i>Lectures</i> within <i>division/hospital/school/nationally</i></li> <li>- <i>Development</i> of educational resources for staff and patients/family</li> </ul>
<b>Professional Contributions:</b> <ul style="list-style-type: none"> <li>- <i>Involvement</i> in research project (i.e., data collection, review of literature)</li> <li>- <i>Involved</i> in institutional conferences</li> <li>- <i>Attendance</i> at national conferences or meetings</li> </ul>	<b>Professional Contributions:</b> <ul style="list-style-type: none"> <li>- <i>Lead</i> role/principal investigator in research project</li> <li>- <i>Involved</i> in planning/presenting at institutional conferences</li> <li>- <i>Attendance</i> at national conferences/meetings</li> <li>- <i>Poster/paper presentations</i> local/nationally</li> </ul>	<b>Professional Contributions:</b> <ul style="list-style-type: none"> <li>- <i>Develop</i> and serve as principal investigator in research project</li> <li>- <i>Plan/present</i> at institutional conferences</li> <li>- <i>Attendance</i> at national conferences/meetings</li> <li>- <i>Poster/paper presentations</i> locally and/or nationally</li> <li>- <i>Author</i> journal article/book chapter</li> </ul>
<b>Professional Leadership:</b> <ul style="list-style-type: none"> <li>- <i>Unit committee member</i></li> <li>- <i>Division resource</i></li> <li>- <i>Member</i> of professional specialty organization</li> </ul>	<b>Professional Leadership:</b> <ul style="list-style-type: none"> <li>- <i>Hospital committee member/leader</i></li> <li>- <i>Division leader</i></li> <li>- <i>Committee member</i> of professional specialty organization</li> </ul>	<b>Professional Leadership:</b> <ul style="list-style-type: none"> <li>- <i>Hospital committee leader</i></li> <li>- <i>Division leader</i></li> <li>- <i>Committee lead</i> of professional specialty organization</li> <li>- <i>Elected/lead</i> position on local/national committee</li> </ul>
<b>Community Service:</b> <ul style="list-style-type: none"> <li>- <i>Involvement</i> in community outreach</li> </ul>	<b>Community Service:</b> <ul style="list-style-type: none"> <li>- <i>Leadership</i> in community outreach</li> </ul>	<b>Community Service:</b> <ul style="list-style-type: none"> <li>- <i>Planner and leader</i> in community outreach</li> </ul>

## **Advanced Practice Director (Qualifications Example)**

- **DNP Prepared**
- **10 years of NP Practice Experience**
- **Licensed in Respective state**
- **Prescriptive Authority**
- **DEA**
- **NPI**
- **Board Certified (pediatric for peds setting / adult for adult setting, etc...)**
- **Progressive management experience (>5 years)**

# Advanced Practice Director (Duties and Responsibilities Example)

- Remain clinically relevant by providing 20% effort in appropriate clinical area.
- Direct and coordinate work of advanced practice employees, manage personnel activities to meet Departmental, Hospital, and Health System objectives related to the provision of patient care within designated clinical areas.
- In collaboration with Vice President, CNO, Medical Director and other key leadership personnel, establish strategic and operational plan to ensure adequate advanced practice staffing, space and facilities. Communicate and continuously evaluate plans.
- Collaborate with key personnel to determine need for advanced clinical practice positions, based on hospital metrics, patient care needs, clinical coverage requirements, staffing plans, and projected areas of growth.
- Partner with physician and hospital senior leadership to develop and communicate vision for MD / NP / PA / CNM / care delivery models and facilitate implementation and ongoing refinement of such models across the continuum including critical care, step-down, intermediate, and ambulatory settings.
- Provide leadership and direction for policy and procedure recommendations related to advanced clinical practice issues within across the Health System.
- Serve as an expert resource to about advanced practice requirements for practice, licensing, regulatory and compliance requirements.
- Ensure the activities of all advanced practice personnel under director's leadership meet The Joint Commission, the Board of Nursing, Medical Board, and other regulatory body standards for credentialing, orientation, ongoing development and evaluation of staff.

# Advanced Practice Manager – Cardiology (Qualifications example)

- DNP Prepared
- Current State licensures
- Prescriptive Authority
- DEA Number
- NPI Number
- **Board Certified** (pediatric for peds setting / adult for adult setting, etc...)
- ~5 years Cardiology NP experience
- Progressive leadership/management experience (3-5 years)

## Advanced Practice Manager – Cardiology (example)

### Duties and Responsibilities of this Level

Manager of Advanced Practice Providers in Cardiology to be responsible for facilitating excellence in patient care delivery across services and settings within the Division of Cardiology (Role is 50% administrative in nature and 50% in support of the clinical service)

- Provide leadership for Advanced Practice Providers (APPs) including nurse practitioners and physician assistants on the Advanced Heart Failure and Interventional Cardiology services in support of organizational, departmental, and service line missions.
- The individual in this position will be accountable for human resource needs, workforce planning and development of staffing models, orientation, onboarding, professional development, employee engagement and satisfaction, budget planning, and partnership between the clinical service/service line and the Department of Advanced Practice (Director).
- The AP Manager will work closely with medical staff leadership in their respective division to maintain oversight of the implementation of performance measures and other operational goals as they relate to individual or team performance.
- The Advanced Practice Manager will collaborate with all members of the team to ensure that the necessary resources are available to meet patient needs.
- Will be responsible for directing operating efficiencies, and ensuring compliance with hospital policies and procedures and regulatory standards of practice.
- Will work collaboratively with the clinical service, Advanced Practice and nursing leadership.
- The Manager of Advanced Practice Cardiology Division will participate in quality initiatives; coordinate professional development opportunities for staff; promote an environment that maintains high professional standards of conduct and clinical care.

The Advanced Practice Manager will function under the designated guidelines of the institution and will provide clinical care as defined in a formal job description.



## **Advanced Practice Lead (Qualifications example)**

- **DNP Prepared**
- **Current State licensures**
- **Prescriptive Authority**
- **DEA Number**
- **NPI Number**
- **National Board Certification**
- **At least three (3) years experience in respective specialty area.**
- **Progressive leadership/management experience as an NP (3+ years)**

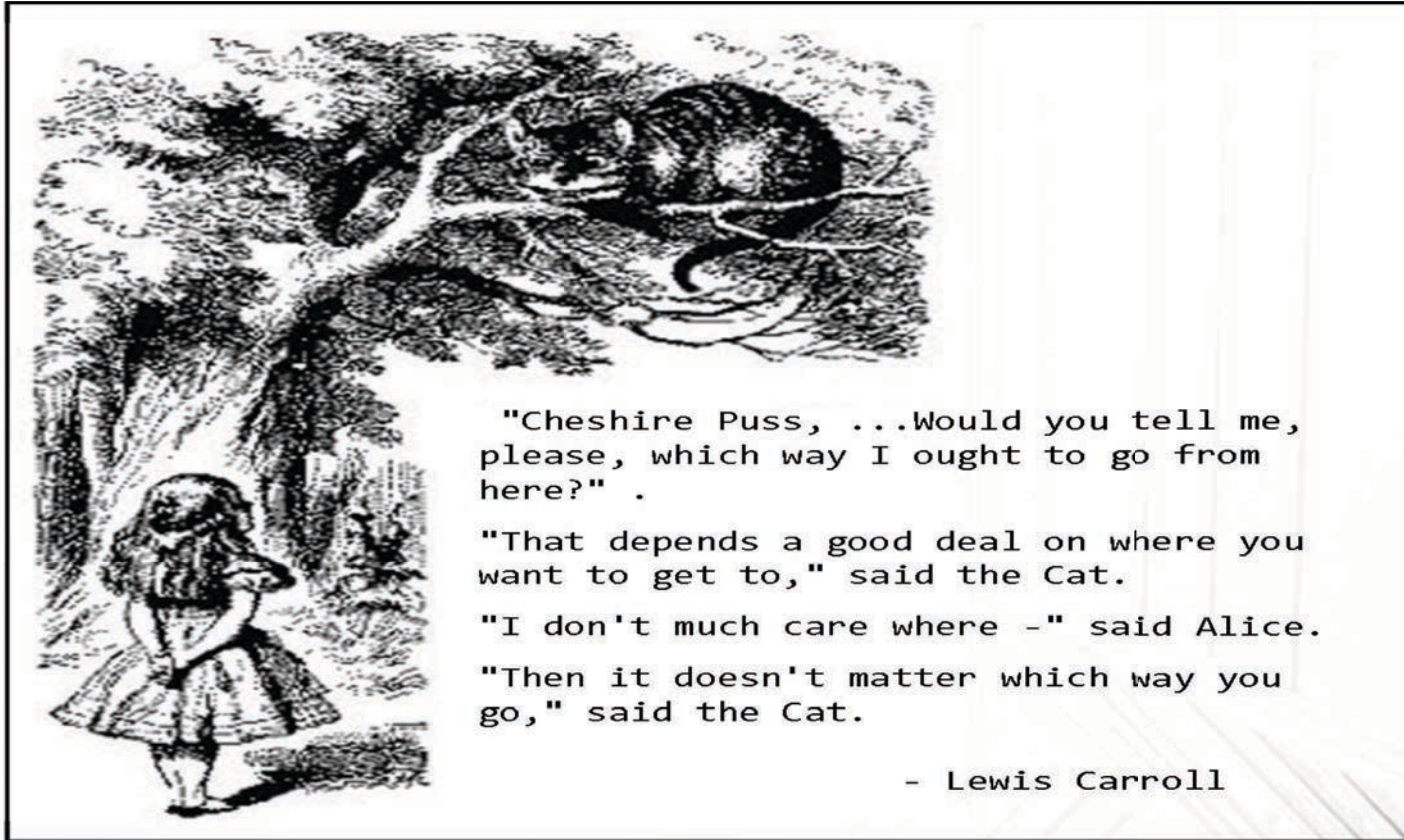
## Advanced Practice Lead (example of Duties and Responsibilities of this Level)

- Assists the respective specialty area APP Manager and overall APP Director in leading a team of inpatient and ambulatory mid-level practitioners cultivating collaboration, enthusiasm, and mutual respect.
- Provides Guidance and education in patient care and supportive services directed towards achievement of positive patient care outcomes, maximizing the patients/families involvement in his/her own plan of care, reducing the length of hospitalization, and decreasing costs.
- Assist respective specialty APP area manager and the APP Director with the planning, organization, direction and evaluation of the health care services provided by the teams advanced practice providers.
- Under the guidance of the APP specialty area manager and Director, the Lead assists in managing, guiding, coaching, and evaluating the work performance of inpatient and ambulatory advanced practice providers.
- Contributes to the ongoing operations of the Nursing Department and collaboration with other patient care departments/areas that relate directly or indirectly to patient care operations and services is essential.
- The Nurse Practitioner Lead also provides health care services to patients working in collaboration with other licensed physician members of the team medical staff.
- The Nurse Practitioner lead is involved in creating and implementing all Health care services provided include care during acute and chronic phases of illness, education and counseling of individuals and families, health promotion and prevention and referral to other health care providers and community resources when appropriate.

# Challenges to the DNP Prepared NP

- Varying levels of scope of practice for NP's nationally
- Varying practice and education entry for NP's and subsequent DNP completion
  - Timing and length of practice
- Cultures
  - Change can be difficult for some
  - Community Hospital roots -> world renowned growth
- Negative Attitudes
  - Administration
  - Physician
  - PA's
  - NP's
  - Nurses

# Questions



"Cheshire Puss, ...Would you tell me, please, which way I ought to go from here?" .

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where -" said Alice.

"Then it doesn't matter which way you go," said the Cat.

- Lewis Carroll

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