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MEDIA REVIEW

NURSES AS LEADERS IN HEALTHCARE DESIGN: A RESOURCE FOR NURSES AND INTERPROFESSIONAL PARTNERS

By JAYNELLE F. STICHLER, DNS, RN, NEA-BC, EDAC, FACHE, FAAN & KATHY OKLAND, RN, MPH, NA, EDAC

Reviewed by Susan E. Ziel, BSN MPH JD

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In November 2015, Herman Miller, Inc. and the non-profit organization, Nursing Institute for Healthcare Design (NIHD), joined together as partners in publishing a book entitled *Nurses as Leaders in Healthcare Design: A Resource for Nurses and Interprofessional Partners* (Stichler & Okland, 2015).

THE PARTNERS

The book is the result of a partnership between Herman Miller and NIHD. Over the years the name Herman Miller has become synonymous with “modern” furniture. Today Herman Miller is a publicly held company that manufactures interior furnishings, environment solutions and related technologies, and services for healthcare environments, among other sectors.

<http://www.hermanmiller.com/about-us/who-is-herman-miller/our-story.html>.

NIHD was established in 2010 as a nonprofit organization and is dedicated to educating and inspiring nurse leaders about the design of optimal health care environments, programs, and processes. NIHD plays a pivotal role in advancing its members’ involvement in the healthcare design process by providing tools and

research, peer education and mentoring, and a network for its members to collaborate and exchange professional resources.

<http://www.nursingihd.com/mission-vision>.

THE BOOK

The book is a collection of monographs co-edited by Jaynelle F. Stichler, DNS, RN, NEA-BC, EDAC, FACHE, FAAN and Kathy Okland, RN, MPH, NA, EDAC. Organized into ten chapters, the book provides a wealth of information and resources for nurses and other key partners about the healthcare design process.

Chapter 1: Perspectives on the Foundation and history of nursing in healthcare Design, reviews nursing's rich heritage, beginning with Florence Nightingale, who was a strong patient advocate and left a legacy of leadership for all nurses to follow.

Chapter 2: Why design matters: Maslow's hierarchy for healthcare design, emphasizes the importance of optimal healing environments, which can inspire and motivate not only patients and their families, but also caregivers.

Chapter 3: Nurse led innovation in healthcare design, explores key elements of innovation (preferably disruptive innovation), diversity, design thinking, and dissemination in creating teams and environments where ideas connect.

Chapter 4: Translating the vision into reality, emphasizes the importance of nursing's informed vision, which must be introduced at the beginning of any healthcare design project and continually translated and articulated to achieve an effective and efficient result.

Chapter 5: Using evidence to guide design decisions, discusses the need for nurses who are able to competently (and confidently) participate in the healthcare design

process by applying their own knowledge, skills and expertise, all of which are grounded in evidence-based design.

Chapter 6: Structure to achieve outcomes: Leading the design process, recognizes the many categories of nurse leaders who contribute to the design process as a result of their knowledge and experience in dealing with people, places, and processes.

Chapter 7: Orchestrating the details for success, examines various tools for project planning and management that take into account inter-department workflow, equipment planning and supply standardization.

Chapter 8: Transition, move, and activation planning, emphasizes the importance of leadership, organizational culture, and change theory in allowing for a smooth transition to a new (or updated) healthcare environment and culture.

Chapter 9: Nursing influence on post occupancy evaluations, recognizes that the success of any health facility design and construction project is influenced by the involvement (or lack of involvement) of nurses at all stages of the process.

Chapter 10: Setting a vision for the future- Transformation and innovation, celebrates the fact that in future systems, nurses will still be key in coordinating, integrating and facilitating the patient experience and their health journey.

NURSING'S MANY ROLES IN THE HEALTH CARE DESIGN PROCESS

In his book *The Ten Faces of Innovation (2005)*, Tom Kelley identifies the ten roles or "personas" that make up today's new generation of innovators (or what I call action figures), all of whom I have come to believe are integral to the healthcare design process.

The first three personas, the Anthropologist, the Experimenter, and the Cross-Pollinator, are all about learning and bringing new insights, ideas and concepts to the table. The next three, the Hurdler, the Collaborator, and the Director, are organizers who know how to manage obstacles, silos and red tape. The four remaining personas, the Experience Architect, the Set Designer, the Caregiver, and the Storyteller, are the builders who make innovation happen.

Nurses as Leaders in Healthcare Design: A Resource for Nurses and Interprofessional Partners also recognizes these personas. It celebrates the many hats that nurses wear throughout the healthcare design process: their thinking caps (human-centered design thinking), their nursing caps (clinical expertise and knowledge of professional and industry standards), and their hard hats (their tireless ability to hurdle obstacles, move mountains, and get the job done), all in service of creating optimal healing environments.

KEY QUESTIONS

Nurses as Leaders in Healthcare Design: A Resource for Nurses and Interprofessional Partners is a publication that is dedicated not only to nurses, but also to health care and design leaders who make a place at the table for nurses, one of the most under-utilized resources in the planning and design of optimal healing environments.

Why are nurses often absent from healthcare design? In the book's closing section, the authors pose several key questions that address not only the opportunities but also the challenges and barriers that often determine the presence (or absence) of nursing's many roles or personas throughout the healthcare design and innovation continuum.

What are the barriers for nurses in healthcare design? This question prompted a range of responses, including: the lack of resources to gain knowledge and experience and to cover nurses' release time from work to participate in planning; not having a voice and/or an equal place at the table; and not being recognized or heard.

What advice do you have for clinicians to succeed in this field? This question evoked more thoughtful, proactive responses, including: be informed; find a mentor; listen, learn and leverage your advocacy for the patient; and take risks and move out of your comfort zone.

All in all, *Nurses as Leaders in Healthcare Design: A Resource for Nurses and Interprofessional Partners* recognizes these and other constraints, but it also offers a range of tools and resources that not only empower nurses but also give hope and promise to the role of nursing in the healthcare design process today and well into the future. This book should be disseminated widely within the nursing profession and among health care and design leaders to promote meaningful partnerships that recognize the many roles or personas that nursing brings to the process.

To request a free copy of this book, submit your contact information at <http://www.nemschoff.com/new-products>.

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Susan E. Ziel, BSN MPH JD, enjoys a health care coaching and consulting role with Integrity Health Strategies that allows her to use her 40+ years of experience as a registered nurse, nursing administrator, consultant and health care attorney. Susan's advises healthcare clients as they design (and re-design) of innovative and optimal healing environments and processes that not only comply with applicable requirements but which are also deliver on the Triple Aim's promise to provide better health care earlier, and for less, across an entire targeted population.

Susan recently completed the Health Care Design and Innovation Certificate Program at the University of Minnesota where she now serves as Affiliate Faculty with the School of Nursing and teaches the Health Care Law, Safety and Ethics course in the Health Services Management Program. She is also Board Member and Secretary for the Nursing Institute for Healthcare Design (NIHD).

Beyond her professional health care work, Susan is an aspiring maker/artist who designs handbags, tapestry and other creative fare as part of her online business, Wabi Creations, LLC, at www.wabicreations.com.

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