NICHE™

NURSES IMPROVING CARE FOR HEALTHSYSTEM ELDERS

LEADERSHIP TRAINING PROGRAM

NYU | RORY MEYERS COLLEGE OF NURSING

Discover how the NICHE Leadership Training Program can unlock your leadership potential to optimize nursing care for older adults.

The Nurses Improving Care for Healthsystem Elders (NICHE) practice model is one of the original care models that aims to optimize the nurse practice environment to address the unique needs of older adults. NICHE is a program of the NYU Rory Meyers College of Nursing.

The NICHE Leadership Training Program (LTP) equips clinical leaders with skills to implement the NICHE practice model in their organizations. During the LTP, participants work with NICHE faculty and mentors to examine principles of organizational change and clinical quality improvement, critically assess their organizations' capabilities to deliver evidence-based nursing care for older adults, and develop skills to implement the NICHE practice model, beginning with at least one pilot unit within their organization.

The New York University Rory Meyers College of Nursing Center for Nursing Continuing Professional Development is accredited as a provider of nursing continuing professional development contact hours by the American Nurses Credentialing Center's Commission on Accreditation. (Provider #P0367).

Your Learning Experience

LTP participants will spend approximately five hours per week attending classes, complete assignments and lead NICHE program implementation initiatives. Each participant will learn how to:

- Analyze how the NICHE practice model aligns with organizational priorities and payor and policy expectations to improve the quality, safety, and value of care delivered to older adults.
- Assess organizational readiness and prepare the unit environment(s) to implement the NICHE practice model.
- Formulate an action plan to implement the NICHE practice model on at least one pilot unit.
- Measure nurse-sensitive quality indicators to establish a baseline and evaluate the effectiveness of the clinical change project to improve care of older adults.
- Develop skills to effectively lead an organizational change project aimed at improving care for older adults.
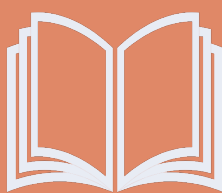
Weekly Time Commitment: ~ 4-5 hours

Online Classes
Online classes are delivered via Zoom video conference.

1 hour 15

Reading and Assessments
Weekly readings, case discussions, and assessments

~ 2 hours

Making Changes
Implementing lasting change and sharing knowledge.

~ 1h 30

Clinical Change Project and Action Learning Assignments:

The clinical practice improvement project offers participants the opportunity to apply the skills learned during the LTP to design, implement and evaluate a new initiative aimed at improving performance. During the project you will be supervised by LTP mentors drawn from the NICHE member network who represent the highest level of expertise in modern geriatric nursing.

The change project culminates with a presentation and summary report and portfolio submitted to the NICHE Member Recognition Program.

NICHE's innovative learning schedule

1. Learn

Over the course of the 8-week LTP, you will learn how to best implement the NICHE practice model in your organisation. You will complete self-paced assignments to assess unit readiness and identify quality improvement priorities in the nursing care of older adults.

2. Grow

Internalise the lessons, share your knowledge with your team and effect a culture of change on your unit. You will have regular mentoring calls with expert nurses who facilitate implementation activities. Develop a custom plan for change on your unit.

3. Apply

Apply your new knowledge over the course of a year long mentored clinical change project. You and your team will implement a series of evidence-backed changes to your unit, documenting these changes for inclusion in your Year One Practice Portfolio.

4. Certify

Present the results of your clinical improvement project and submit a Practice Portfolio to demonstrate your organization's progress with implementing the NICHE model. NICHE programs are recognized at the general, senior friendly, and exemplar implementation levels.

Class Schedule

Our teaching style supports active learning to develop skills in analysis and problem-solving. Classes are delivered over Zoom video conference. Participants will need access to a computer or tablet with high-speed internet and a video camera. Following the orientation session, the weekly classes cover the following topics:

Class 1

Age-Friendly Nursing Care: The Need for Organizational Approaches to Optimize Care of Older Adults

We will examine changing population demographics and current issues and trends in Medicare policy as a framework to guide organizational responses to meet national quality standards. We will review geriatric care models, with an emphasis on the NICHE model, to define the core characteristics of evidence-based organizational interventions that support a population health approach to the care of older adults.

Class 2

The Age-Friendly Ideal –Vision for Positioning Nurses as Leaders in Clinical Settings

As a specialty nursing practice model, we will discuss how NICHE advances the scope and standards of geriatric nursing practice. We will review core competencies that are required for nurses to take a more active role in developing age-friendly care within their organizations. We will discuss how the NICHE practice model is a vehicle to advance the quality and safety of care delivered to older adults.

Class 3

The NICHE Practice Model: Addressing Older Adults' Unique Health Needs

NICHE optimizes the nursing practice environment through enhanced leadership roles and the consistent use of nurse-initiated clinical protocols that guide complex symptom management and care coordination activities. In this session we will examine the components of the NICHE practice model and highlight characteristics of the organizational environment that support the implementation of the NICHE model.

Class 4

Clinical Nursing Specialization and the Quality Enterprise

We will examine the components of a comprehensive geriatric assessment to guide nursing care for older adults and discuss the connections between the nursing process, nurses' role in managing the geriatric syndromes, and strategies to improve performance on the nurse sensitive-quality indicators. We will examine organizational processes to standardize care using evidence-based protocols to minimize disparities in care.

Class 5

Identifying the Problem and Establishing a Vision for Change

We will review strategies to assess the current state of geriatric nursing practice and unit readiness to implement the NICHE practice model. We will examine techniques to develop a compelling vision for full-scope geriatric nursing practice in your organization. Participants will develop organizational assessment skills and develop a compelling vision statement to guide practice change initiatives.

Class 6

Culture and Change

In this session, we will discuss the role of organizational culture, with a specific focus on the hallmarks of age-friendly organizational culture. We will discuss strategies that the NICHE leaders can use to change clinical practice behaviors in their organizations, an important step to develop a culture of age-friendly nursing care.

Class 7

Leading Change without Formal Authority

We will examine sources of power in organizations, with a focus on how to balance sources of formal and informal authority to bring about change in clinical practice to develop age-friendly care. We will discuss strategies for the NICHE leadership team to optimize the structure of their social networks to match the goals of the NICHE program. Participants will have the opportunity to conduct a stakeholder analysis.

Class 8

Best Practices in Leading Change: Putting the Pieces Together

We will review an evidence-based model that defines the steps for successful organizational change. We will discuss the role of organizational context in the change process.and analyze resistance to change and strategies to overcome them. Participants will have the opportunity to hone skills to design and lead an effective change initiative. Skills gained in this session will be applied to design the clinical change project and implementation plan.

Upcoming Leadership Training Program Dates

Fall 2022 Cohort

- Registration Closes (October 4, 2022)
- Orientation (October 11, 2022)
- Class meetings (October 18 - December 6, 2022)
- Project Presentations/Graduation (December 15, 2023)

Winter 2023 Cohort

- Registration Closes (February 7, 2023)
- Orientation (February 14, 2023)
- Class meetings (February 21 - April 18, 2023)
- Project Presentations/Graduation (April 25, 2024)

Summer 2023 Cohort

- Registration Closes (June 6, 2023)
- Orientation (June 13, 2023)
- Class meetings (June 20 - August 15 2023)
- Project Presentations/Graduation (August 29, 2024)

For information on how to register for the LTP please visit:

nicheprogram.org/membership/leadership-training-program

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