

Nonproductive Time Called Essential for Nursing Innovation

Hours spent off the floor contribute to improved patient and financial outcomes.

A recent article in *Nursing Management* urges healthcare organizations to reconsider the definition of nonproductive time and its essential role in fostering innovation and change.

In “Redefining ‘Time’ to Meet Evolving Demands,” authors Marian Altman, AACN clinical practice specialist, and William Rosa, nurse

educator, NYU Langone Medical Center, New York, draw on results and experiences from AACN Clinical Scene Investigator (CSI) Academy to show how nonproductive time — sometimes called indirect care — supports the mission of nurses in providing the highest-quality patient care.


The article is the first in a series in *Nursing Management* examining the effects of CSI Academy in shaping nursing practice through leadership and innovation.

In their discussion, Altman and Rosa cite Florence Nightingale’s myriad contributions to nursing as a model for how nurses should spend their time, reasoning that her time spent creating innovation in nursing led to what the authors call “previously unavailable opportunities in health advocacy, policy, and journalism.”

“Her successes aren’t measured by the hours she spent ‘on the floor,’” they write, “but by the countless hours she spent ‘off the floor.’” In fact, they

suggest that nonproductive time actually is productive, “because it leads to undeniable positive patient and clinical outcomes by contributing to better patient care and advancing nursing practice.”

The authors point to CSI Academy as a concrete example of what is possible when nurses are empowered to channel so-called nonproductive time into strategic collaboration and quality improvement efforts. They cite the more than \$28 million in estimated savings for participating hospitals as proof of the effectiveness of the CSI program.

“As payers move toward Value-Based Purchasing, organizations will need to seek ways to leverage the power of our country’s 3 million RNs,” Altman and Rosa add. “AACN CSI Academy demonstrates that clinical nurses provide a remarkable, measurable contribution to patient and financial outcomes when given the time and skills to do so. It also shows that nonproductive time supports innovation.” 

New Edition of ‘AACN Scope and Standards for Acute and Critical Care Nursing Practice’

This must-have resource is a practical tool for students, faculty, nurses in practice, members of the interprofessional team and other nursing colleagues.

A new edition of “AACN Scope and Standards for Acute and Critical Care Nursing Practice” is now available in AACN’s Online Bookstore, as well as a free downloadable PDF.

The updated edition incorporates advances in scientific knowledge, clinical practice, technology and other changes in the dynamic healthcare environment.

“Nursing care reflects an integration of knowledge, skills, abilities, experience and attitudes to meet the needs of patients and their families,” says Linda Bell, AACN clinical practice specialist. “Healthcare reform and the Affordable Care Act, the national emphasis on the provision of safe and quality care, and pay-

for-performance incentives all contribute to the ever-changing healthcare environment, affecting the climate in which nurses work. The challenge to nursing is to remain flexible in response to the increasingly complex needs of our patients.”

The scope and standards describe and measure the expected level of practice and professional performance for acute and critical care RNs and articulate the contributions of acute and critical care nursing to a patient- and family-centered healthcare system.

An expert work group updated a previous edition to reflect nurses’ evolving role and an ever-changing healthcare landscape. A must-have resource for all nurses practicing in an acute or critical care setting, the up-to-date guide is a practical tool for students, faculty, nurses in practice, members of the interprofessional team and other nursing colleagues. 