POPULATION HEALTH and ITS INTEGRATION INTO ADVANCED NURSING PRACTICE

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# Table of Contents

**Foreword** xv

**Preface** xvii

**Contributing Authors** xxi

## Section I—Population Health Overview and Engagement

**Opportunities for Population Health**

1. **Population Health Introduction** 3
   
   CHRISTINE RALYEA

   - Population Health Overview 3
   - Defining Population Health 3
   - Food for Thought 6
   - Triple Aim 6
   - Application of Triple Aim in Practice 7
   - Expanding our Partners 9
   - Population Health Management 10
   - Framing the Issues 11
   - Business Imperatives for Population Health 11
   - Advance Practice Nurses Application 13
   - What is Next in the Book? 13
   - Tool Kit and Resources 15
   - References 17
2. Integration of Population Health to Advanced Nursing Care .................. 19
LAURA M. SCHWARZ and NANCYRUTH LEIBOLD

Integration of Population Health to Advanced Nursing Care 19
Changes in Advanced Nursing Practice to Accommodate the Patient Protection and Affordable Care Act and Steps to Accomplish this Goal 20
What APNs Need to Know About the ACA: History and Background of the Patient Protection and Affordable Healthcare Act 20
Federal Policy Guidelines 21
Federal Mandates on Healthcare Insurance Coverage 22
Health Insurance Marketplace 23
The Affordable Care Act Impacts on Medicare and Medicaid 24
The Advanced Practice Nurse and the Affordable Healthcare Act 24
Increase Supply of Advanced Practice Nurses in Primary Care Practice to the Full Extent of Education and Training 25
Changes in Payment Regulations and Policies for APN Practice 26
Increased Levels of Nursing Education 27
Increased APN/Physician Collaboration to Promote National Health Goals 29
Interprofessional Education 30
Benefits of APNs Including Population Health in Their Practices 30
Making a Difference through Nurse-Managed Health Centers 30
Leadership Opportunities for the DNP-Prepared APN to Utilize DNP Education 31
APNs Making Global and Population Health Changes Through Actions on a Local Level 32
Definitions of Global Health and Global Nursing 32
Including Population and Global Health Content in Nursing Education 33
Global: Think Global-Act Local 33
STTI Involvement in Glocal Health 34
IHI Open School Change Agent Network (I-CAN) 35
Global Strategic Directions for Strengthening Nursing and Midwifery 35
Transcultural Nursing Practice 35
Health Disparities, Healthcare Disparities and Health Equity 36
Table of Contents

Culturally Competent Transcultural Nursing Practice 37
National Standards for Culturally and Linguistically Appropriate Services (CLAS) 37
Connection Between CLAS and Health Equity 38
Providing Culturally Competent Nursing Assessment and Care 38
Cultural Awareness 39
Culturagram 40
Conclusion 40
Tool Kit and Resources 41
References 45

3. Population Health and Data Analysis  . . . . . . . . . . . . 49
STEPHANIE J. (JILL) RAPS and KATHARINE W. MURRAY
Population Health and Data Analysis 49
The Evolution of Clinical Informatics and Big Data in Healthcare 50
Case Study 1—National Cancer Institute, Cancer Moon Shot: How Does Data Drive Population Health? 60
How Do We Obtain and Apply the Data? 63
Case Study 2—Millennium Cohort Study 2013—A DoD Research Project (DoD, 2013) 67
Sleep and Health Resilience Metrics in a Large Military Cohort Study (DoD, 2013) 68
Tool Kit and Resources 69
References 71

4. Population Health: Making a Difference in Policy . . . 75
PATRICK S. LAROSE
Population Health: Making a Difference in Policy 75
Political Advocacy 79
Nurses in Political Roles 80
Developing Political Confidence and Clout 83
Getting Started—Nurse Political Awareness 83
Taking the First Steps 85
Advocating for Healthcare Policy Changes 88
Meeting with a Policymaker 90
Time for Reflection 93
Summary 94
Tool Kit and Resources 94
References 99
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>The Nurse Executive Role in Population Health</td>
<td>103</td>
</tr>
<tr>
<td></td>
<td>Grace Sotomayor</td>
<td></td>
</tr>
<tr>
<td>Nurse Executive Role in Population Health Overview</td>
<td>103</td>
<td></td>
</tr>
<tr>
<td>Nurse Executives</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>Department of Veterans’ Affairs</td>
<td>108</td>
<td></td>
</tr>
<tr>
<td>Geisinger Health System</td>
<td>109</td>
<td></td>
</tr>
<tr>
<td>Informatics and Technology</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Nursing Education</td>
<td>112</td>
<td></td>
</tr>
<tr>
<td>Process Improvement and Lean Management Systems</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>Change Management</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>Challenges Faced by Nurse Executives in Population Health</td>
<td>116</td>
<td></td>
</tr>
<tr>
<td>Additional Barriers</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Substance Abuse and Drug Dependency in the Nursing Population</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>Tool Kit and Resources</td>
<td>122</td>
<td></td>
</tr>
<tr>
<td>References</td>
<td>126</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Nursing Education for Population Health</td>
<td>131</td>
</tr>
<tr>
<td></td>
<td>Patrick S. Laroze</td>
<td></td>
</tr>
<tr>
<td>Nursing Education for Population Health</td>
<td>131</td>
<td></td>
</tr>
<tr>
<td>The APN as Nurse Educator in Population Health</td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>History of the APN Evolution</td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>Standards for APN Education</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>Board Certification/National Recognition</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>From Practice to Academia</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>Educating Nursing Students on Population Health</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>Strategies for Teaching Population and Community Health</td>
<td>141</td>
<td></td>
</tr>
<tr>
<td>High-Fidelity Simulation</td>
<td>145</td>
<td></td>
</tr>
<tr>
<td>Technology in the Learning Environment</td>
<td>146</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>148</td>
<td></td>
</tr>
<tr>
<td>Tool Kit and Resources</td>
<td>149</td>
<td></td>
</tr>
<tr>
<td>References</td>
<td>153</td>
<td></td>
</tr>
</tbody>
</table>

Section II—Populations/Considerations/Specific Areas

7. | Pediatric Issues | 159 |
|  | Mary Lawson Carney | |
| Pediatrics Overview | 159 |
| Specific Dynamics for Advanced Practice Nurses | 161 |
| Community Factors | 163 |
Table of Contents

Traditional Factors 165
Tools for Implementation and Quality 170
References 173

8. Gerontology and the Aging American .......................... 175
VERONICA LA PLANTE RANKIN and KOTAYA GRIFFITH
Aging Within the U.S. Population 175
Generational Differences in Geriatrics 177
Causes of Mortality Within the United States 178
Theoretical Concepts of Aging 178
Physiological Processes of Aging 182
Geriatric Challenges 187
Advance Care Planning 190
Major Insurance Carriers 192
Disease Prevention and Health Promotion 194
Charity Meal Distribution Organizations 195
Resources for the Geriatric Population 196
Tool Kit and Resources 201
References 208

9. Military and Care for Veterans ................................. 215
CAROL ANN KING
Introduction: Why We Serve 215
Understanding the Military System 216
Have You Served? 217
Watch Your Six 218
Shut Up and Color 219
Slick Sleeve 220
Medical Readiness 220
Physical Limitations: A Culture of Denial 221
I’m Being Deployed 223
I’m Coming Home 224
Adrenaline Junkie 224
Mental Health Considerations 225
Post-Traumatic Stress 226
Traumatic Brain Injury 227
Substance Abuse 228
Sexual Assault 229
Suicide 230
Separation from Service 231
12. Population Health in Trauma and Mental Health . . . 291
MELISS V. BATCHEN and MARY A. BEMKERER
Population Health in Trauma and Mental Health 291
Survivor Populations 294
Mental Health Populations 299
Population Needs 300
Trauma Populations and Advanced Practice Nursing 301
Mental Health Populations and Advanced Practice Nursing 304
Overlapping Issues Between the Populations 313
Financial Impact of Trauma and Mental Illness 315
Summary 316
Tool Kit and Resources 317
References 324

13. Substance Use Disorders ......................... 331
MARY A. BEMKER and MARY BIDDLE
Substance Abuse and Addiction 331
Substance Use Disorders 331
Genetic Implications 334
Brain Chemistry 336
Impaired Control 336
Social Impairment 337
Risky Use 337
Pharmacological Criteria 337
Alcohol Impact and Related Disorders 339
Caffeine Disorders 341
Tobacco 343
Cannabis 346
Hallucinogens 348
Inhalant Use Disorders 351
Opioid Use Disorders 353
Sedative Use Disorders 357
Stimulants 359
14. **Infectious Diseases as a Population Health Issue** .......................... 389

CHRISTINE RALYEA, MARY A. BEMKER and JENNIE PATTISON

Infectious Diseases as a Population Health Issue 389
Governmental Influence 390
Prevention 390
Incidence Versus Prevalence Rates 392
Surveillance 393
Basic Principles for Infection Prevention 394
Hepatitis 395
Hepatitis A 395
Hepatitis B 397
Incidence of Hepatitis B 398
Symptomatology 399
Hepatitis C 399
Vaccinations 400
Risk Factors 401
HIV/AIDS 403
Etiology 404
Probability of Transmission 405
HIV/AIDS Progression 406
Acute/Early HIV infection 406
Clinical Latency/Asymptomatic 406
Classification System 407
HIV1 and HIV2 408
Sexually Transmitted Diseases 414
Respiratory Infections 419
Hospital Acquired Infections 427
Conclusion 429
Tool Kit and Resources 429
References 434
**Section III—Tools for Managing Population Health Issues**

15. **Health Coaching** ........................................... 441  
   SANDRA M. OLGUIN  
   Health Coaching 441  
   Background 442  
   What Is a Health Coach? 443  
   Benefits to Integrating Health Coaching into Advanced Nursing Practice 444  
   Health and Wellness Coaching Utilizing Motivational Interviewing 445  
   Theories and Theoretical Model for Change 446  
   Becoming a Health Coach 448  
   Health Coach Using Motivational Interviewing in Practice 449  
   The Future of Health Coaching 454  
   Conclusion 455  
   Tool Kit and Resources 455  
   References 457

16. **Care for Self: Compassion Fatigue and Burnout**  ........................................... 459  
   MARY BIDDLE and MARY BEMKER  
   Care for Self: Compassion Fatigue and Burnout 459  
   Compassion Fatigue and Burnout 459  
   Compassion Fatigue 460  
   Signs and Symptoms of Compassion Fatigue 462  
   Neuman’s Healthcare Systems Model Framework 466  
   Compassion Fatigue versus Burnout 467  
   Signs and Symptoms of Burnout 468  
   How are Compassion Fatigue and Burnout Similar? 469  
   Occupational Hazards 470  
   Compassion Satisfaction 471  
   Interventions to Decrease Compassion Fatigue 471  
   Interventions from the Advanced Practice Nurse to Decrease Compassion Fatigue 473  
   Tool Kit and Resource 476  
   References 483
# 17. The Use of Social Marketing in Population Health Nursing

NANCYRUTH LEIBOLD and LAURA M. SCHWARZ

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Use of Social Marketing in Population Health Nursing</td>
<td>487</td>
</tr>
<tr>
<td>Social Media</td>
<td>487</td>
</tr>
<tr>
<td>Social Marketing (SOCMRKT)</td>
<td>489</td>
</tr>
<tr>
<td>Concepts of Population, Community, Subpopulation, Aggregate, and Stakeholders</td>
<td>490</td>
</tr>
<tr>
<td>Benefits of SOCMRKT in Population Health</td>
<td>491</td>
</tr>
<tr>
<td>Limitations of SOCMRKT in Population Health</td>
<td>492</td>
</tr>
<tr>
<td>Theoretical Foundations of SOCMRKT</td>
<td>492</td>
</tr>
<tr>
<td>Key Differences Between Marketing and Social Marketing</td>
<td>493</td>
</tr>
<tr>
<td>Transtheoretical Model</td>
<td>493</td>
</tr>
<tr>
<td>Behavioral Modification</td>
<td>493</td>
</tr>
<tr>
<td>Purposes of SOCMRKT</td>
<td>494</td>
</tr>
<tr>
<td>Ethical Considerations with SOCMRKT</td>
<td>495</td>
</tr>
<tr>
<td>The Ps of Social Marketing (SOCMRKT)</td>
<td>497</td>
</tr>
<tr>
<td>Examples of SOCMRKT Projects</td>
<td>501</td>
</tr>
<tr>
<td>Outcomes of SOCMRKT</td>
<td>502</td>
</tr>
<tr>
<td>Specific Dynamics for the Advanced Practice Nurse:</td>
<td></td>
</tr>
<tr>
<td>Think 8 Ps</td>
<td>504</td>
</tr>
<tr>
<td>Conclusion</td>
<td>506</td>
</tr>
<tr>
<td>Tool Kit—SOCMRKT Quality Improvement Resources</td>
<td>507</td>
</tr>
<tr>
<td>References</td>
<td>512</td>
</tr>
</tbody>
</table>

Index 517
This textbook, *Population Health and Its Integration into Advanced Nursing Practice*, is a welcome and timely addition to the nursing literature. As advanced practice nurses, we have an opportunity for a more significant and far-reaching impact on healthcare by understanding the array of determinants that impact health and by intervening to utilize comprehensive and upstream strategies and solutions. The focus on population health, as offered by this textbook, supports this level of thinking. With a concentration in advanced nursing care, population health strives toward better health outcomes for the group. Population healthcare hinges on the belief that individuals will benefit when the focus is on improving communal healthcare. The contributors to this textbook have provided readers with information on population health, its fit with advanced practice nursing care, obtaining and using data to drive health, specific population foci across the lifespan, illustrative case studies, policy considerations, education, and social media strategies as sources of health advocacy. This is a one of a kind resource that will pave the way for advanced practice nurses and other healthcare providers to see greater possibilities of practice in advancing the health of all.

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POPULATION HEALTH is a topic that is central to healthcare in current times. As the world continues to shrink, care for many becomes prevention- and intervention-focused. It is important to determine how influences within population health impact healthcare for all and how to identify and analyze specific populations. It is also necessary to explain the supports and practices used by advanced practice nurses to enhance population health delivery.

Because of these two distinct needs, the present text is divided into three parts. The first part provides a global review of population health, which includes access to data and application of population health in advanced practice, and then addresses the various roles of the educator, nurse executive, and policy advocate, as these evolve in response to population health and healthcare. The specific variables that healthcare providers need to understand and make an impact in population health (PH) are explained in Chapter 1 and throughout this textbook. In the second part, population health issues that affect vulnerable groups today, such as children, the elderly, the military, substance abusers, the chronically ill, and the obese, are described as major contributing (PH) issues. Disease etiology, cultural influences, and strategies for understanding and addressing such groups are included in this section. The third part takes a deeper look at compassion fatigue and burnout, the use of coaching, social marketing, and other techniques that can foster better care delivery in special populations.

As we begin, it is important we identify what population health is.
Most healthcare leaders agree that population health is directed toward the health outcomes of a specific group of individuals—a subpopulation with specific needs. Defined by Kindig and Stoddart (2003), population health is “the health outcomes of a group of individuals, including distribution of such outcomes within the group” (p. 382). The term may also apply to the total number of residents in a geographic location (Jacobson & Teutsch, 2012; Noble & Casalion, 2013). It can denote classes of individuals with specific health problems and can be defined in terms of health status indicators influenced by a plethora of individual and environmental factors (Dunns & Hayes, 1999).

Population health is addressed best from a holistic perspective, in which it is considered in the context of healthcare in its entirety and for everyone. We are aware that the influence of one aspect of a person’s life may impact all others, and the same can apply to groups. Therefore, preventative care for all and care management for those with chronic illnesses are part of this perspective. When both are done, the entire population becomes healthier.

To offer prevention or intervention services, one must understand the factors that influence health. The practitioner must realize both the health dynamics for a given population and the effects of healthcare on everyone within it. Otherwise, practitioners will be left treating symptoms and miss the big picture due to small practices.

Thus, systematic variances in patterns within and between populations need to be investigated, and policies and practices need to address these as a means to improve the overall health and well-being of vulnerable populations (Dunns & Hayes, 1999). Identifying possibilities for interdisciplinary collaboration among nurses, physicians, social workers, the public health system, other healthcare professionals, and supportive economists and demographers can clarify the population health agenda (Noble & Casalino, 2013).

We can no longer work in silos and must collectively put the patient population at the center of our consideration, as we determine how best to address the health dynamic presently confronting our profession. Therefore, this book explores major health concerns from both a theoretical and case-study perspective. Vignettes are interspersed throughout the chapters, so that the reader can consider how specific dynamics come into play within practice. Information is fine on its own; however, it is only through applying knowledge to practice that evidence can make a difference in overall health. Knowing what to do—and when and where to do it—are goals for this text.
Because the healthcare professional is key to the success of population health, support for practitioners is offered. Understanding how to educate and market to populations is critical. Ready access to screens for various conditions, such as substance use disorders and the impact of trauma, is necessary for quality care. Becoming an advocate and having a voice in the scope and role of a practice as it relates to population health are critical to keep all nurses up to speed. Therefore, chapters on these topics, as well as how to use coaching to support health changes, are included.

With many texts on population health available, why should you choose this book? *Population Health and Its Integration into Advanced Nursing Practice* is a textbook that not only looks at the overall dynamics of population health, but also focuses on how this knowledge can be used in practice. To make this easier for readers, a tool kit with key information and resources is provided for each chapter. Discussion questions that focus on application and synthesis are included, which will allow instructors and students to address topics at a graduate level.

Detailed case studies are appended at the end of each chapter. As we are all aware, healthcare is not cut and dried. We nurses cannot claim a given group has issues because of X, and if Y is done, all will be well. Rather, as advanced practitioners and potential policy influencers, we must grasp the complexities of every case we encounter and address such in hypothetical and actual interventions.

For students, applying the information in this volume to real-life situations should support and reinforce their learning and career development. For those already in practice, this text is designed to increase understanding of the highly specific, often economic and cultural, influences on patients and clients in diverse communities. Being able to recognize the social dynamics allows for better comprehension, more effective intervention, and superior outcomes.

**References**


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Section 1

Population Health Overview and Engagement Opportunities for Population Health
Population Health Overview

The Institute for Healthcare Improvement (IHI) is a nonprofit organization focused on motivating and building the will for change, partnering with patients and healthcare professionals to test new models of care, and ensuring the broadest adoption of best practices and effective innovations (IHI, 2017a). “It is IHI’s belief that new designs must be developed to simultaneously pursue three dimensions, which we call the Triple Aim: Improving the patient experience of care (including quality and satisfaction); Improving the health of populations; and Reducing the per capita cost of healthcare” (IHI-Triple Aim, 2017b, para. 1). The Triple Aim incorporates a critical shift in point of view. The concept of treating the health of a population is a systemic approach to identifying and meeting the health needs of a large collective of people.

Defining Population Health

Population Health is a complex concept and a struggle for many; whether a provider or a consumer, population health can mean many different things. To start, one must understand what a population is or how we define a population in healthcare. According to The Merriam-Webster Dictionary, a population is “1 a: the whole number of people or inhabitants in a country or region; b : the total of individuals occupying an area or making up a whole; c: the total of particles at a particular
energy level—used especially of atoms in a laser; 2: the act or process of populating, 3 a: a body of persons or individuals having a quality or characteristic in common; b (1): the organisms inhabiting a particular locality; (2): a group of interbreeding organisms that represents the level of organization at which speciation begins; and 4: a group of individual persons, objects, or items from which samples are taken for statistical measurement” (Merriam-Webster, 2017). We often think of a population as defined by a group at large. Depending on the patient’s or people’s view, we can define based on a location, specific characteristics or experiences, or other traits. For example, a nurse practitioner will think of the patients he or she serves in the practice as his/her population. As a provider, he or she will consider the characteristics of the population served to look at assessments, developing treatment plans and plans of care, and ultimately the impact on the health of the population. Note: It is important to understand that throughout this book, the terms patients, clients, and customers are used synonymously and interchangeably.

A population can be a group of people in a community or geographical region. For example, an acute care facility will look at their market share and seek engagement of the providers (e.g., physicians, advanced practice nurses [APNs]) to promote wellness with prevention in clinics and offices. The goal is to reduce progress of precursors for chronic disease, comorbidities, and illnesses. The impact to the acute care facility is a reduction in admissions, length of stay, readmissions, and mortality.

The specialist will view his or her patient population based on a body system or category of diseases he or she treats. The cardiologist will see his or her population through the patients served with such diagnoses as heart failure, acute myocardial infarction, or endocarditis. The cardiologist and cardiac APN can expand care for population health to include multiple preventative programs, such as wellness clinics focusing on weight management, blood pressure control, healthy nutritional intake with cholesterol management, exercise programs with cardio, and more. The specialist will seek to increase preventative measures and compliance for outcome improvements of health and wellness.

Population health is defined with various terms and terminology depending on the setting and groups of patients served. For example, in the acute care setting, the concept of population health can be described as improving the continuum of care with patient (client) medical report sharing and breaking down silos of episodic care to improve the medical management of patients. Improvement of medical management
could be measured as less frequent emergency department visits, a reduction in readmissions, an increase of the medial home model, and improved compliance with medical plans of care.

“Probably the most influential contribution to the development of the population health approach is Evans, Barer, and Marmor’s *Why Are Some People Healthy and Others Not? The Determinants of Health of Populations*, which grew out of the work of the Population Health Program of the Canadian Institute for Advanced Research” (Kindig & Stoddart, 2003, p. 380). This work strengthens the concept that population health is a focus for larger groups of people (called determinants) concentrating on health (wellness) and preventing disease conditions, and it takes on the new concept of personal ownership in one’s (the patient’s/client’s) health and wellness. APNs must engage patients in active participation and personal ownership of their physical, mental, and psychosocial wellbeing. This includes an understanding of the value of preventive and wellness activities as a driver for population health successes. Simply, the APN who engages her patients within her population she serves to improve compliance with basic principles of weight management, exercise program participation, and dietary controls of fats and sodium, with a net improvement (reduction) in obesity, hypertension, and hyperlipidemia will contribute to the advances in population health.

**Case Vignette**

You are working as a cardiac APN within a large practice, and you want to start a new population health program to invite not only the practice patients, but also the community at large. You speak with the administrative team and share your ideas of twice a week offering a walk in the local park, monthly before the walk leading a meditation exercise with a brief class on stress management and related topics, and twice a year holding a large community screening program for blood pressure, cardiac assessment (monitoring heart sounds), cholesterol testing, health education sessions, and more.

- What would be the information you share with administration to justify and present your case, with the return on investment, to get your project approved?

- What will be the benefits you share for developing such a population health program?
Food for Thought

As you read this book, we want you to challenge yourself to look beyond your everyday practice and ask, “How can I make a broader difference?” “Can I change, enhance, and improve my practice to make a broader impact focusing on population health?” You want to make an impact that will focus on the Triple Aim in Healthcare, decreasing cost, and improving quality for more people, the greater good, and make a difference. This supports APNs taking the lead in a more proactive manner with a focus on preventative care and improved coordination of care. As an APN, what can be done to engage the patients in their personal ownership for health and wellness? In any practice setting, the APN can make greatest impact in prevention and progression of disease.

Triple Aim

In the simplest design, Berwick, Nolan, and Whittington (2008) describe the Triple Aim in three components: better health for the population, better care and experience for individuals/patients, and lower cost of healthcare (per capita cost). Figure 1.1 demonstrates the IHI Triple Aim illustration. “The concept is a straightforward way to tackle improvement opportunities for maximum impact: look for opportunities that provide a balance among the health of the populations cared for, the

The Triple Aim is not a revelation; we know and understand the cost of healthcare has been on the rise without a net positive impact on quality. Knight (2015) shares maneuvering through a broken system as many countries try to be the best in healthcare. Yet, the data show many deaths per year from hospital acquired conditions, medical errors, and illnesses that are mismanaged. Errors occur not only in acute care, but also in primary care, rehabilitation, and longterm care and in each component across the continuum of care and in every setting. According to Mangat (2015), to make an impact, providers of healthcare must focus on five elements: drive toward cost efficiency, value-based reimbursement, population health management, cost and quality data transparency, and advances in technology.

Application of Triple Aim in Practice

Case Vignette

Do you challenge yourself each day to drive cost efficiency and improve costs and quality? Are you asking about resource allocation and resource use? What is the maximum impact when we prescribe a new medication or a test for a patient? There have been times before noon, I have reflected, and I realize I have seen six patients for whom I prescribed the same treatment plans, and I question why their past treatment plans (medications as an example) were not effective. But I become robotic, chart my notes, and go on to treat the next patients as an advanced care provider. Hence, I start to challenge myself to attempt to understand population health and how I can make a broader impact on the care delivery to/for the patients I serve. The population I treat. Population Health Management is building a culture of wellness and prevention (Mangat, 2015). So, I challenge myself, and I challenge you. How can we embed population health management into our practice each day? Learning about population health, we need to change the focus from the few (approximately 5% of the population) who are sick to the larger portion of the population (20%) who are in good health with chronic illnesses and are likely to become ill later (Hegwer, 2016). As we change this focus, we can transition to health promotion and improve population health. Van Dyke (2016) shared that “population health is creating a sense of urgency . . . timing is vital to consider when
rethinking about the pace of transformation” (p. 23). Population health embraces the overall health of larger groups of people, the allocation of resources, targeting maximum impacts, and improving the population’s view of health.

According to Berwick et al. (2017), “Preconditions for this include the enrollment of an identified population, a commitment to universality for its members, and the existence of an organization (an integrator) that accepts responsibility for all three aims for that population. The integrator’s role includes at least five components: partnership with individuals and families, redesign of primary care, population health management, financial management, and macro system integration” (p. 759). So back to the question, do we challenge ourselves as advance care practitioners to commit to universality and to accept responsibility for the population we serve? Integrated with accepting the responsibility, are we adding value (quality of care and experience) while reducing cost?

Knight (2015) acknowledges a “systematic approach to care process improvement is necessary to reduce errors and save lives” (p. 4). The future must be grounded in lean process improvements, a changing focus on a value-based versus volume-based structure of fee for service, and improving the transition of care across the continuum. Lean production, also known as the Toyota Production System or justintime production, is an assembly line methodology developed originally for Toyota and the manufacturing of automobiles. Lean production principles are also referred to as lean management or lean thinking. Lean principles of manufacturing have been applied to healthcare and the principles of standardizing workflow processes to reduce the eight wastes in healthcare are essential to reduce errors. The wastes are often remembered using the mnemonic DOWNTIME (defects, overproduction, waiting, not engaging all, transportation, inventory, motion, and extra processing). Improving these processes will enhance the Triple Aim by reducing cost and increasing quality outcomes for populations of people.

Case Vignette

Betty Brown, a 40-year-old African American female, has not been to the doctor since she had her fourth child 6 years ago. She is 20 pounds overweight and cannot lose the weight since her last baby. She acknowledges she could lose some weight, but feels comfortable and does not stress about her appearance. Her only complaint is occasional
headaches, which she associates with stress at work. Her work has a Live Well program; when Betty went to check her numbers to meet a portion of the programs financial reimbursement for teammates, the advanced practice nurse (APN) shared a concern that her blood pressure was elevated 156/90.

You are the APN—what steps will you take with Ms. Brown? How is the treatment of Ms. Brown an application of the principles of Population Health?

**Expanding our Partners**

After healthcare focused on the acute episodes of care, rather than developing the health of a population, we created a system in which value was measured by incidents of treatment instead of value reflecting the health of the community served. The cost of healthcare in the United States (U.S.) is disproportionately high. The transition to population health comprises thinking outside the box and expanding our stakeholders and partners to serve a broader community, including the healthy, with preventative measures, screening, and wellness strategies (for example, nutrition and exercise). Additionally, with population health, the goal is to address the bulk of the population who are progressing toward health conditions of chronic illnesses and disease. For example, patients with conditions such as mild hypertension (HTN), slight overweight, and lipidemia may state they are in good health, yet they may have silent warning signs for health complications in the future years that will escalate healthcare costs and lead to higher demands of acute care treatment.

Care of complex patients utilizing the principles of the Triple Aim will include affiliating and connecting with a large variety of partners (for example, retail stores and pharmacies, to support access to medications at lower costs, church support groups to enhance compliance to treatment plans). “Not addressing poverty, illiteracy, alcohol, and drug abuse, or even maladaptive cultural beliefs and behaviors that affect healthy behaviors and overall health status will leave the system short of accomplishing all three elements of the triple aim” (Knight, 2015, p.7). For example, engaging the patient in church support groups can help get to the root of many population health issues such as the cultural and socioeconomic barriers to health. These elements are not beyond the scope of an advanced care practitioner; rather they are essential if we are to improve care delivery and quality outcomes.
**Case Vignette**

John Smith, a 54-year-old man, lost his job as manager of a retail store six months ago and has been unable to find another job. He needs to work, because he is supporting two children in college and has a mortgage. He has been suffering from depression and, four months ago, started drinking excessively to cope with everything. He finds himself having beer and cocktails before noon each day and drinking until his head hits the pillow. He no longer has the energy to look for a job or go on interviews, and there is tension at home. He is withdrawn, and the only conversations with his wife and children are with anger, argumentation, and disruption to the household functioning.

- As the APN caring for John, what would your treatment plan be? What community services would you refer him to?

- Are there any measures you could take to impact the broader community related to alcoholism versus caring for one individual, such as John in this case?

**Population Health Management**

The top three investment areas for population health management include the workforce, information technology, and network development (Advisory Board, 2016). Incorporating these three investments can be complex for care management, transition of care, and telehealth pilot programs being developed and implemented. In the past, the focus of healthcare was on acute care, and today we see various roles and opportunities that expand beyond the hospital to provide care, improving access and care delivery. This means that the workforce has different training and insight into expanded roles of value and purpose with a direct impact on population health. For example, in the Charlotte, North Carolina, market, there was a job posting for a Community Outreach Partner, a registered nurse. A potential candidate for this position would be working with schools, churches, nonprofit organizations (such as Classroom Central and Salvation Army), the YMCA, and other organizations to build relationships for health promotion. Looking at the health assessment of the population in the Charlotte area, multiple opportunities exist due to the high percentage of schools with free-lunch and high incidences of diabetes, stroke, and cardiac diseases. The same organization with the Community Outreach position posted has a computer application that is free for anyone to download. It provides health...
messages and links to clinical experts and access to information related to multiple disease processes and wellness. An individual can be on Medicaid for the children and Welfare, but he or she often has a cell phone. Using a cell phone to send reminders and alerts for health promotion may be the only opportunity to deliver a message to a population prior to seeing them in an acute care setting. When one focuses on population health, innovation and opportunities are welcomed to make a difference.

As advanced care practitioners, we play a vital role in identifying high-risk patients and tracking improvements in care outcomes (Advisory Board, 2016). Healthcare is changing and roles are expanding to include many diverse jobs to build and engage population health principles and roles.

Framing the Issues

Barr (2015) frames three issues in population health as follows:

“1) Population health management techniques are taking hold in different ways across the country. 2) Technology is playing a big role in population health management, but so is maintaining the human side of the equation. 3) Ignoring population health is probably a mistake” (p.23).

Healthcare systems need to get in the game for population health strategies and implementation investments to be successful. The goal must be to improve the health of the community (population) for as broad as the agency can reach. For example, Trinity Health seeks to reach 20 million people and describes this as a “kid in the candy store” (Barr, 2015, p. 23). An essential element in spread and reach requires a comprehensive technology platform to support coordination and navigation of care. Technology needs to be inclusive of human services, public safety, acute care, rehabilitation, longterm care, office practices, schools, churches, retail businesses, and more. Additionally, technology must be user friendly and without stereotypes, have ease of use, be friendly, and have a meaningful push of data to end users. For example, a friendly reminder could be delivered to take a medication or make an appointment.

Business Imperatives for Population Health

Six business imperatives for population health management as de-
scribed by Hegwer (2016) include “physician and clinical integration, contracting strategy, network optimization, operational efficiency, enabling infrastructure, and clinical management” (p. 11). These are slightly different and add the perspective of the value of alignment of goals for improved clinical outcomes. Across the continuum, care must be aligned so all parties accept risk and align with goals. “Creating a high-performance delivery network often requires detailed consumer insight such as knowing how consumers choose their providers and understand which types of consumers prefer specific settings for care” (Hegwer, 2016, p. 14). This changes the focus on consumerism. What do our customers want? How do we deliver upon their needs and not ours? The questions and challenges are as follows: Does this change our practice hours? Does this determine how we care for patients across transitions of care? An example is the geriatric population who wants to see their attending in acute care, when at rehab, and at a skilled nursing facility—how can this new model best be managed? Many questions arise, and we must challenge ourselves to think through the heart, mind, and soul of the clients, community, and population we serve.

Many facets of population health have been identified in the literature. There is no one clear strategy or process for success. Throughout the book, we selected critical concerns related to population health to help the advanced care practitioner shift his or her focus to the broader community, through the eyes of the client/patient, and mobilize change to improve quality while decreasing cost. The shift to population health is a venue for healthcare reform moving from 5% ill to 20% in good health, as described earlier in this chapter.

To start, it is critical that the APN understands how we integrate population health into our practice, thinking outside the box, elevating quality and experience while decreasing cost, and most importantly impacting the broader good of larger groups of people versus the next patient that walks into the office or clinic. This takes understanding the Patient Protection and Affordable Care Act (also referred to as the Affordable Care Act, or ACA) or its replacement, increasing access to care, advancing education for APNs, and getting involved at a local and national level, to close the gaps on health disparity and health literacy. Can we shift our practice to more preventative care? How can we improve compliance with screening for disease or compliance with dietary recommendations to minimize risks from such conditions as obesity and heart disease?
Advance Practice Nurses Application

APNs is a broad term that is used throughout the book to reflect generalists and specialists in advanced nursing care delivery who have a minimum of a master’s degree and advanced nurse training, including Nurse Practitioners (NPs), Clinical Nurse Specialists (CNSs), Certified Registered Nurse Anesthesiologists (CRNAs), Certified Nurse Midwives (CNMs), and Clinical Nurse Leaders (CNLs). APNs are advanced care providers in all arenas of public health, acute care, long-term care, primary care, and more, who need to know where to find information about their populations. We call this information big data. Do you look to the state and community health department(s) for needs assessment and gaps in care, the Center for Disease Control and Prevention (CDC), and many other sources of data to revolutionize your care delivery model and strategy to make a broader impact? “No health system can help an entire population without the right data, and the analytics to derived from the data will identify those in greatest need and suggest strategies” (Knight, 2015, p. 145). Looking at big data, it is important to understand that sources are a collection system to support storage and analysis of data and report data (what, by whom); then the data must be presented in a meaningful way so it applies to populations and the community at large. Knight also suggests reducing data silos and understanding data governance. Do you have an opportunity to share information in a data registry to look at larger sums and collections of data to identify trends and patterns that can improve care delivery? APNs must understand that data are used as a tool to improve outcomes and reduce cost. Data transparency is not new, and as APNs, we will also have our outcomes shared and will be accountable for the care populations receive. The information will be readily available and accessible. The attention and focus are necessary for our success in quality service and cost reductions.

What is Next in the Book?

Meaningful data can be used to drive health policy and our work with unique populations. As noted above, population health is defined as “the health outcomes of a group of individuals, including the distribution of such outcomes within the group” (Kindig & Stoddart, 2003). Further, according to the Institute of Healthcare Improvement, population health “is an approach to health that aims to improve the health
of an entire human population” (IHI, 2017, para. 1). When we look at groups of individuals, we have selected key population groups that the world has identified as needing focused attention and improvements based on the Triple Aim and opportunities. Several of these populations are the military and care for veterans, pediatrics, geriatrics and the aging, trauma victims, substance abuse, obesity, and those with chronic illness. Remember the win will be when we focus on the large percentage of the population that has a chronic illness, such as hypertension [HTN]; however, currently this group of patients, when asked, will state they are in a good state of health. Many patients with HTN say they are asymptomatic for long term periods, yet the HTN causes systemic ill effects on and throughout the body. Managing the HTN early in the disease management process with frequent blood pressure checks and diet and weight management will offer greater opportunity to reduce chronic disease secondary to HTN. The impact will be greater, and the APN contributes to improving care while lowering cost of care over time.

Additionally, this book will identify valued initiatives the APN can utilize to embrace care for populations, such as health coaching/advisors (leading to behavior modifications). In a study by Hohl et al. (2016), health advisors and coaches in the community contributed to compliance of the population in healthier behaviors, improving the outcomes and decreasing disease progression. Ultimately, this demonstrated improved health and reduced cost for healthcare in the community at large.

The use of social media is a way to improve communication about healthcare, options, and preventive care measures. Hence, access to critical data to improve care delivery and compliance in populations can easily be accessed through social media and marketing. This goes beyond WebMd and other sources of medical information that are viewed frequently. There are many applications, games, and other options to support a fun interactive system of information for the APN to strengthen population health.

As APNs focus on providing care with a broader focus on population health, it is critical that they care for themselves, in particular, reducing compassion fatigue and burnout. As APNs, we challenge our effectiveness to make a difference. APNs can drive health policy and advocacy. We must see health policy through the eyes of the receivers of care and from the perceptive of different disciplines (Gatter, 2016). The challenge is developing ways to keep up with policy changes and the shifting data systems. Often nursing education is challenged to include pop-
ulation health in the curriculum, which plays a vital role in the future transitions of care delivery for success. As educators, we are challenged to teach effective communication and outcomes for our behaviors in a variety of practice settings. The APN can work collaboratively with nursing executives to focus on the three dimensions of the Triple Aim. The nurse executive faces the challenges, as care shifts to a varied setting beyond acute care, and must foster innovation and support lean strategies to reduce cost of care. According to Haas, Vlasses, and Havey (2016), population health management lends way to developing new staffing models with a shift to other venues throughout the transitions of care. This requires support for a healthy work environment based on high quality investments in the community. “All of these challenges require highly competent providers willing to change attitudes and culture such as movement towards collaborative practice among the interprofessional team including the patient” (Haas, Vlasses, & Harvey, 2016, p. 126).

These broader aspects will be covered in the book to help the APN make necessary transitions and applications in daily practice, to align with population health and overall improvements in care associated with the Triple Aim. Population Health requires support systems that align providers, communities, incentives, and all aspects of the programs developed. This includes the health services venues, retail market, and the people. Despite the many challenges that lie ahead, the APN can embrace population health and serve as a conduit for success.

**Tool Kit and Resources**

Advisory Board—www.advisoryboard.com
Health Affairs-Population Health—http://healthaffairs.org/blog/2015/04/06/what-are-we-talking-about-when-we-talk-about-population-health/

Institute for Healthcare Improvement—www.ihi.org


1101 Standiford Ave. Suite C-3, Modesto, CA 95350, 209.577.4888—info@populationhealthnews.com
Discussion Questions
1. How do you define population health?
2. What are the three elements of the Triple Aim? And how do Advanced Practice Nurses (APNs) play a role in each element?
3. As an APN, what are three measures you can put into practice to advance population health?
4. Who are two stakeholders and community partners that you can include in your practice to improve population health and care outcomes?
5. What is an APN’s influence on health determinants focusing on wellness and delaying of chronic illness?

Case Study
As an APN, you are looking for community work. Your son attends a public school that has a high percentage of low-income people who are eligible for the free lunch program. Last week, you went to the classroom to read to the children and stayed for lunch period. You were concerned about the foods served to the children. As an advocate, you scheduled an appointment to meet with the principal, physical education (PE) teacher, school nurse, and head of the cafeteria food program.

1. Where would you gather information on the free lunch program and the school guidelines for meeting the requirements for federal and state funding?
2. What would be some suggestions you could make to provide healthier foods and portions for the children?
3. Working with the school nurse, are there any additional suggestions you could make for promoting wellness?
4. What suggestions could you make to support the PE teacher and increase the activity level for the school age children?

Your meeting at your son’s school with the team was a success and you were invited to come to school once a week to continue your campaign and efforts for promoting wellness. Many of the teachers wanted you to come to the classroom to speak to the young children.

1. What would your first three lessons be? What materials/curricula would you cover to engage the child’s family in wellness?
2. Name one activity you would have the children take home to do as a family to turn in the following week.
3. How would an advocacy program like this improve population health?

4. Identify two other advocacy programs you could lead to support the principles of population health.

References


Merriam-Webster, 2017. Definition of population.

Index

AACN, 25, 28, 78, 112, 139, 300–301
AANP Legislation & Regulation, 94
AARP, 81, 198, 199
ACA, 20–21, 24–25, 58–59
Accident prevention, 169–170
Accountability, 117
Accreditation, 26, 135–136, 151
Active duty, 67, 216, 219, 222, 225, 232, 235, 236
Activity addiction, 364–365
Acute Care, 4, 7, 9–15, 109, 123, 141, 198, 244–246, 393, 427, 469, 510
Acute Illness, 133
Acute respiratory infections, 419–420
Adjustments, 223–225, 232, 311, 313, 418, 419, 464
Administration on Aging, (AoA), 175–176, 198
Adolescence, 314, 347
Adrenaline evoking experience, 224–225
Adult children of alcoholics (ACA), 371
Advanced care directives, 192
Advanced care planning, 190–192
Advanced Directives, 192
Advanced Practice Nurse (APN) definition, 4
Advertising, 280, 309
Affordable Care Act (ACA), 12, 19–30, 40–44, 58, 84, 250, 306
After effects of trauma, 295–296
Agency for Healthcare Research and Quality (AHRQ), 170
Ageism, 189–190
Aggregate, 491
AIDS, 269, 403–414, 490
Air quality, 168
Al-Anon, 374

517
Alateen, 374
Alcohol abuse, 190, 318, 339, 340, 358, 372
Alcoholics Anonymous (AA), 374
Alcoholism, 10, 334–336, 339–340, 371
Alcohol use disorders, 339–341
Alcohol Use Disorders Identification Test (AUDIT-C), 228
Algorithm for practice issues, 117–118
American Geriatric Society (AGS), 199
American Hospital Association (AHA), 118
American Medical Association (AMA), 335
American Medical Informatics Association (AMIA), 56
American Nurse Association (ANA), 81
American Nurse Credentialing Center (ANCC), 118
American Nurse Lobby Day, 95
American Psychiatric Association (APA), 20, 304, 305, 307
Amphetamine, 350
Analgesic, 186, 301, 355
Animal therapy, 302
Antibacterial resistance, 422–427
Antibiotic stewardship program, 423
Antidepressants, 308
Anxiety disorder, 307–308
Application of data, 63–67
Application to public health, 67
APN Evolution, 134, 233–234
APRN-PMH, 311
APRN Scope and Role, 301, 302, 311
Asthma, 61, 164, 168, 172, 292, 348, 446
Audience segmentation, 495
Autonomy, 254, 300, 316, 445
Avoidance of disclosure of health issues, 221–222
Baby boomers, 132, 134, 142, 177–178, 190, 202, 243, 454
Back to sleep campaign, 169
Bandura, 179, 180
Battle buddy, 218
Behavioral health screening, 444
Behavior modification, 14, 106, 179, 275, 279–280, 493–494
Benchmarks, 197
Benefits of health coaching, 446
Best practices, 3, 69, 107, 115, 118, 197, 274–275, 280, 429, 475
Big data, 13, 49–50, 55, 57–60, 64, 70, 111, 246
Big variety, 58
Big volume, 58
Binging, 361
Bipolar disorder, 308
Blood alcohol level (BAC), 340
Blood pressure management, 4, 195
Board Certification, 136, 137, 150–151
BMI Calculator, 270
Board Coalition, 81
Brain chemistry, 336
Branches of service, 216
Built environments, 293–294
Burnout, 14, 201, 311, 459, 467–474, 479
Burying memories, 225
Caffeine use and use disorders, 169, 341–342
Caffeine powder, 342
Cannabis, 346–348
Carbapenem–resistant Enterobacteriaceae (CRE), 425–426
Care coordination, 124, 173, 247–248, 251, 258, 455
Care management, 62, 112, 124, 244–248, 251, 258
Center for Medicare and Medicaid, 50–51, 104
Certified Nurse Midwife/Midwifery, 13, 29, 35, 96, 108, 135, 137, 301, 483
Certified Registered Nurse Anesthetists, 13, 97, 108, 135
Change4Life, 275
Change management, 115–116
Chemical reward system, 336
Chief enabler, 368
Chlamydia, 416–417
Chronic care management, 109, 241–267
Chronic care model, 245–247, 257
Chronic disease defined, 241
Chronic disease management, 249–252
Chronic disease population, 241, 242
Clinical informaticist, 55–56
Clinical Nurse Specialist, 13, 108, 135, 137, 151, 301
Clostridium difficile (C. diff.), 426–427
Clout, 83
Coaching, 14, 17, 255, 275, 441–450, 452–457, 476
Code of Military Justice, 219, 229
Codependency, 368
Confidence, 78–79, 81, 83, 85, 86–87, 93–95, 99, 142, 181, 223, 246, 255, 272, 359, 443, 448, 450
Collaboration, 29, 165, 166, 167, 168, 170, 245, 253–254, 275, 293
Collegial and Agency Collaboration for population care management knowledge, 293
Community Guide, 149
Community factors, 159, 163–164
Community health, 13, 28, 50, 77, 141–147, 150–151, 233, 251, 291, 324, 345, 374
Community support, 251–252, 274, 275, 277, 324
Compassion, 459
Compassion fatigue, 14, 201, 459–483
Compassion satisfaction, 461, 471, 477–478, 483
Comprehensive care, 244
Computer based patient records (CPR), 50–52
Consensus Model for APRN Regulation, 33
Conceptual Framework, 447, 466–467, 497
Conceptual Model of Nursing and Population Health, 291–292
Confidentiality, 51, 226, 342, 496
Conflict, 116–117, 181, 217, 279–280, 468
Congenital heart disease, 161–162
Congress, 20, 40, 54, 67, 81, 90–91, 95, 119, 191
Congressional Research Office, 82
Consensus Model, 135
Cost efficiency, 7
Cost reduction, 13, 105, 192, 444
Council of Aging, 97
Council of State and Territorial Epidemiologists, 397
Critical thinking, 12, 136, 139, 145–146, 148
Cross continuous systems, 104
Cultural assessment interview assignment, 42–43
Cultural awareness, 39–40
Culturally competent nursing assessment and care, 38–39
Cultural competence, 31, 35–36, 37, 38–41
Cultural sensitivity and considerations, 268–271, 277–278
Culturagram, 40
Cystic fibrosis, 163
Dartmouth Microsystem Improvement Ramp, 114
Data collection, 63–67
Data management and collection, 66
Data interpretation, 67
Data and predictive analysis, 62–63, 67
Department of Defense (DoD), 67
Department of Veterans Affairs, 53, 63
Deployment, 223–225
Determination of fitness (military), 220
Developmental stages, 202
Diagnostics, 438
Discrimination, 24, 37–38, 189, 210, 270–271
Disease model of addiction, 335
Disease prevention, 31, 32, 34, 106, 135, 147, 194–195, 437, 454, 494
Disparities, 30, 35–38, 41, 43, 250
Dissemination, 67
Diversity, 131, 274
Doctor of Nursing Practice (DNP), 27, 28, 120, 245, 263
Down syndrome, 161
Drug use and dependence, 121, 296, 331–381
DSM-5 (or DSM-V), 307, 331
Dutch Hunger Winter, 276
Index

Eating disorders, 361–361
Ebola, 427–428
Efficacy, 68, 179–181, 202, 319–320, 415
Eight P’s of social marketing, 497–501
Elder abuse, 190
Electronic Health Record (EHR), 52–56, 62, 64, 69–70, 265, 493, 501
EMDR (Rapid Eye Movement Therapy), 310
Empathy, 460
Empowerment, 302, 455
Environmental factors, 164, 168, 274
Erikson, 181–182
Errors, 7, 8, 30, 116–117, 170, 428, 465
Essentials of DNP, 27–28, 31, 99, 149
Ethics, 77, 81, 94, 111, 270, 278–279, 463, 495–497, 510
Ethic groups, 37, 42, 154, 243, 243, 250, 259, 343, 344, 347, 349, 355, 409, 506, 507
Exemplars, 451–454, 501–502
Exercise program, 4, 5, 196, 283, 476
Expedited partner therapy, 415
Extrinsic motivation, 447
Facebook, 488, 489
Fawcett and Ellenbecker, 291
Federal Policy Guidelines, 21
Federal Insurance Mandates, 22–23
Figley, 461–462
Financial concerns, 189, 231, 243, 249–250
Financial status, 188–189, 315–316
Five P’s Assessment, 115
Forensic Nurse Death Investigators (FNDI), 292
Functional status, 188–189, 190, 207
Gama-Anon, 374
Gamma-Glutamyl Transferase (GTT), 340
Gambling, 365–367
Gamblers Anonymous, 365–366, 374, 380
Gateway drug, 347
Geisinger Health System, 109–110
Genomic factors, 161
Generalized Anxiety Disorder 7 item test (GAD-7), 308
Generational differences, 177–178
Genetics, 104, 283, 334–336
Geriatric physiological processes, 182–186
Gerontology, 175–213
Ghost in the Ranks, 225
Gieger and Davidhizar Transcultural Assessment Model, 38
Geisinger Health System, 109–110
Global Advisory Panel on the Future of Nursing, 32
Global burden of disease study, 307
Global health, 32–34, 66, 141, 403
Global nurse education, 33
Global nursing, 32–33
Glocal, 32, 33

Gochman, 180

Gonorrhea, 316–317

Governance, 13, 17, 38

Guilt, 218–219, 236, 294, 297–298, 319, 495

Guilt and fears, 495–496

Hallucinogen, 334, 348–351

Hand hygiene, 394–395

Health advocacy, 17

Health assessments, 10, 136, 217, 219, 220, 236, 418, 419

Health and wellness, 4, 5, 6, 17, 55, 61, 159, 271, 441, 445–446, 449, 454

Health Belief Model, 180–181, 210

Healthcare system, 159

Health coach, 443–445, 448–449

Health coach certification, 448

Health coaching, 441–458

Health disparities, 36–37

Health e235, quality, 36–37, 38

Health goals, 444

Health information technology (HIT), 54, 66

HIT trends, 54–55

Health Insurance Marketplace, 23

Health literacy, 12, 38, 252–253, 255, 258–259, 284, 294, 506

Healthcare quality, 37, 162

Health Related Quality of Life Tool (HRQoL), 279

Healthcare policy, 28, 31, 40, 75–80, 82, 84, 86–90, 94–95, 97, 141, 441

Healthcare system, 11, 78, 108, 159, 199, 244, 248, 257, 464, 465

Health policy, 13–15, 29, 64, 76, 78, 113, 131, 257, 275, 500

Health promotion, 7, 10, 11, 31, 33, 34, 135, 149, 194–195, 198, 312, 457, 494, 512

Health Related Quality of Life Tool (HRQoL), 279

Health Resource and Services (HRSA), 129, 154, 318, 403

Health risks, 190, 242, 275, 296, 312, 344

Healthy People, 20, 33, 76, 87, 149, 171

Healthy Towns, 275

Henry Street settlement, 104

Hepatitis, 395–400

Hepatitis A, 395–397

Hepatitis B, 397–399

Hepatitis C, 399–400

High fidelity simulation, 145

High veracity, 58

HIPAA, 53

HITECH ACT, 54

HIV, 269, 403–414, 490

Hospital acquired infections, 427–429

Human papillomavirus (HPV), 415–416

Hypnotic, 356–358

IHI Open School Change Agent Network (I-CAN), 35

Immunizations, 53, 87, 167, 490, 510

Impact on chronic disease (U.S.), 243–244, 272–273

Impaired control, 336–337

Individual characteristics, 177, 178, 181

Infectious disease, 389–438

Informatics, 49–50, 55–57, 65–66, 68–71, 106–107, 110, 123

Information technology (IT), 10, 49, 54, 66, 71, 108, 110–111, 249

Inhalant use disorder, 351–353

Instagram, 488, 489

Institute for Healthcare Improvement (IHI), 35, 105–106

Institute of Medicine (IOM), 25–27, 29, 32, 51, 81, 86, 104, 106, 119, 133, 245, 247–248, 300

Insurance carriers, 192–194, 300


International Association of Trauma Professionals (IATP), 472
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interprofessional Care Model</td>
<td>253–254</td>
</tr>
<tr>
<td>Intrinsic motivation</td>
<td>447</td>
</tr>
<tr>
<td>Joinson</td>
<td>461</td>
</tr>
<tr>
<td>Journal clubs</td>
<td>474</td>
</tr>
<tr>
<td>Just culture</td>
<td>117</td>
</tr>
<tr>
<td>Kaiser Family Foundation</td>
<td>22–24, 41, 133</td>
</tr>
<tr>
<td>Labeling and subjective impressions</td>
<td>336</td>
</tr>
<tr>
<td>Labyrinths</td>
<td>475</td>
</tr>
<tr>
<td>LACE index Soring Tool for Risk Assessment of Death and Readmission</td>
<td>248</td>
</tr>
<tr>
<td>Laugh model</td>
<td>488</td>
</tr>
<tr>
<td>Leadership opportunities</td>
<td>31</td>
</tr>
<tr>
<td>Lean (principles)</td>
<td>8, 15, 62, 115</td>
</tr>
<tr>
<td>Learning environment</td>
<td>117, 142, 144, 146, 148</td>
</tr>
<tr>
<td>Legal Nurse Consultants (LNC)</td>
<td>292</td>
</tr>
<tr>
<td>Legislative</td>
<td>26, 77–79, 81, 86, 90, 92, 94, 259, 282, 500</td>
</tr>
<tr>
<td>Length of stay (LOS)</td>
<td>4, 112, 124, 125, 392</td>
</tr>
<tr>
<td>Licensure</td>
<td>98, 134–137, 143, 145, 150, 153, 318</td>
</tr>
<tr>
<td>Life expectancy</td>
<td>104, 132, 176–177, 188, 501</td>
</tr>
<tr>
<td>Life sustaining treatment</td>
<td>191</td>
</tr>
<tr>
<td>Limitations</td>
<td>270</td>
</tr>
<tr>
<td>Lines of defense</td>
<td>465–466</td>
</tr>
<tr>
<td>Local Impact of global health</td>
<td>32</td>
</tr>
<tr>
<td>Long–term care</td>
<td>141, 189, 191, 198, 313, 317</td>
</tr>
<tr>
<td>Magnet recognition program</td>
<td>118–119</td>
</tr>
<tr>
<td>Management systems</td>
<td>115–116</td>
</tr>
<tr>
<td>Marijuana</td>
<td>165, 346, 348, 376–378</td>
</tr>
<tr>
<td>Marketing Theory</td>
<td>493</td>
</tr>
<tr>
<td>Measurements</td>
<td>4, 51, 340, 342, 392, 432, 471–472, 479</td>
</tr>
<tr>
<td>Medical marijuana</td>
<td>346</td>
</tr>
<tr>
<td>Medical readiness</td>
<td>220–221</td>
</tr>
<tr>
<td>Mental health and trauma overlap</td>
<td>313–314</td>
</tr>
<tr>
<td>Mental health statistics</td>
<td>305, 306–307, 315</td>
</tr>
<tr>
<td>Message-legitimate or illegitimate</td>
<td>496–497</td>
</tr>
<tr>
<td>Methicillin resistant staphylococcus aureus (MRSA)</td>
<td>422–423</td>
</tr>
<tr>
<td>Military and Veteran healthcare needs</td>
<td>215–239</td>
</tr>
<tr>
<td>Millennial generation</td>
<td>134, 142</td>
</tr>
<tr>
<td>Millennial cohort study</td>
<td>67</td>
</tr>
<tr>
<td>Military cohort study</td>
<td>68</td>
</tr>
<tr>
<td>Mistrust of healthcare providers (military)</td>
<td>217</td>
</tr>
<tr>
<td>Mobile technology</td>
<td>110</td>
</tr>
<tr>
<td>Modern military system</td>
<td>216–217</td>
</tr>
<tr>
<td>Moody and Trogdon</td>
<td>219</td>
</tr>
</tbody>
</table>
Motivational Interviewing, 445–446, 449–453
Motivational Interviewing Model, 255
Motivational interviewing network of trainers, 448
Movement Therapy, 302
Multifactorial treatment, 308–309
National Advisory Council of Nursing education and Practice, 119–120
National Cancer Center-Cancer Moon Shot, 59–60
National Council for State Boards of Nursing, 134
National Guard, 216
National League of Nursing (NLN), 150
National Nurse Staff Development Organization, 257
National Prevention Council, 444–445
National Quality Forum, 118, 187
National recognition, 137, 192
Nations, 34, 269–270
National Standards for Culturally and Linguistically Appropriate Services (CLAS), 37–38
Natural relaxation, 475
Neighborhood safety, 166
Neuman Healthcare Systems Model, 464–467
Nicotine, 121, 342–345
Nightingale’s Principles, 104
Noise pollution 84
Nonaccidental trauma, 169
North Carolinas Board of Nursing, 117–118
Novel coronavirus (nCoV), 420
Nudging, 280–281
Nurse administrators, 105
Nursing education, 112–114, 119–120
Nurse executive, 105, 106–107
Nurse huddles, 474
Nurse Managed Health Centers, 30–31
Nurses Improving Care for Health-System Elders (NICHE), 197–198, 201
Nurses Improving Care for Health-System Elders (NICHE) training program, 197
Nursing leadership, 104–105, 111, 248–249, 257
Nursing midwifery and global health, 3
Nursing research, 119, 300
Nursing retention, 116
Nursing scope and role, 245, 247, 300
Nursing work index, 118
Obesity, 5, 12, 14, 95–96, 121, 134, 160, 164, 165–166, 171, 242, 244, 269–286, 359, 36
Obsessive compulsive disorders (OCD), 307–308
Open system, 464
Opioid use disorder, 353–356
Oral health, 166, 173
Orem’s Theory of Self-Care, 446
Organismic Integration Theory, 447
Overdose, 126, 342, 354
PACE program, 199–200, 203
Pandemic influenza, 420–421
Parental mental health, 165
PARiHS Framework, 421
Partners in information access for public health workforce, 66
Partnering with patient, 246
Patients’ Bill of Rights, 22
Patient centered counseling, 445
Patient Centered Medical Home Model, 254–255
Payment policies and regulations, 26–27
Pediatrics, 14, 159–173, 321, 393
PedsQL, 170
Perfect child, 369
Pediatric health screening, 170
Periodic health assessment (military), 220
Pew Research Center, 489
Physical activity, 165, 166, 171, 184, 195, 250, 279, 282, 283, 443, 490, 493, 498, 503
Physical limitations, 221–222, 235
Physicians’ Desk Reference (PDR), 309
Pinterest, 488
Plan, do, check (PDCA), 115
Plan, do, study, act (PDSA), 115
Planning and System Design, 66
Policy advocacy, 77, 79, 94, 141
Policymaker, 35, 78, 81, 85–88, 90, 93
Political awareness, 82–84
Political competence, 78, 85–86, 93
Political practice gaps, 77
Political roles, 80
Polypharmaceutical use, 187
Population health (definition), 3–6, 103
Population health management, 7, 8, 10–11, 15, 61, 15, 61, 103, 123, 257, 291, 293, 389, 490–491
Population needs, 299–301
Post-deployment, 224
Practice environment scale, 118
Predictive analysis, 65–66
Predictors, 230, 310–311
Prenatal care, 44, 276–277
Prescription monitoring program, 354
Primary Care Post–Trauma Stress Disorder Screen (PC-PTSD), 307
Primary prevention, 390–391
Problem child, 370
Process improvement, 115
Professional boundaries, 56, 449, 479, 496
Promotion of National Healthcare Goals, 29
ProQOL5, 471
Psychosocial development, 181–182
Purging, 361
Purse poisoning, 169
Quality assessment, 171
Readmission, 4, 5, 55, 109, 112, 122, 124, 125, 133, 200, 248, 293, 300, 442
Reconnection of service military and family, 223
Registered nurse supply and demand, 116
Reimbursement, 7, 9, 26–28, 38, 116, 133, 141, 300–301, 427
Reservists, 216
Resilience, 68, 179, 224, 462–263
Respecting Choice, 192, 201
Respiratory infection, 419–422
Response Patterns, 464–465
Revelation, 7
Risky use, 337
Robert Wood Johnson Foundation, 106, 245, 257
RSV, 420
Rural, 30, 44, 79, 135, 148, 150, 165, 167, 250, 262, 374, 376, 393, 398, 489, 503, 507, 511
Same sex couples, 232
Scholarship, 28, 138–140, 153
Scope of practice, 25–26
Secondary prevention, 391, 422
Second hand smoke, 168, 344
Secondary stress disorder, 295, 461, 469, 477,
Security concerns, 53–54
Sedative use disorder, 357–358
Self-care, 179–181, 202, 415, 447–448
Self-care deficit, 447–448
Self–Determination Theory, 447
Self-efficacy, 179–181, 202, 415
Self-regulation of the nervous system, 302
Sensitivity to military and veterans’ experiences, 217–218
Separation from service, 231–232
Sexual assault nurse examiners (SANE), 292
Sexually transmitted disease (STD), 352, 360, 365, 402, 405, 414–419
Sexual trauma, 229–230
Shut up and color, 219
Sickle cell anemia, 162–163
Sigma Theta Tau International, 354–355
Silos, 4–5, 13, 50, 253
Silver Sneakers, 196
Six sigma, 115
Sleep and health resilience, 68
Slick sleeve, 220
Social determinants, 32, 33, 35, 60, 247, 249–250, 259–260
Social identity, 178
Social impairment, 337
Social marketing, 487–506
Social marketing and social media, key differences, 498
Social marketing worksheet, 506
Specialist, 4, 13, 56, 108, 135, 137, 163, 205, 279, 301, 311, 314, 364, 402, 457
Spiritual beliefs, 219
Stages of psychological development, 181–182
Stakeholders, 9, 16, 35, 56, 78, 84, 89, 92, 107, 112, 121, 133, 135, 171, 271, 490, 500, 503, 504–506, 511
Steroid abuse, 363–364
Stigma, 121, 226, 270–271, 413
Stimulants, 357, 359–360
Stress reduction, 473
Suburban, 84, 489
Substance use disorder, 121, 190, 228, 331–387
Substance use disorders and family impact, 367–370
Succession planning, 118–119
Sudden sniffing death, 352
Suicide prevention, 234, 507
Index

Support rounds, 475
Surveillance, 392
Survivor's guilt, 218–219
Survivor populations, 294–298
Swine flu, 420–421
Syphilis, 417
Systematic approach, 3, 8, 318

Talent management, 118–119
Teach back education method, 255–256
Technology, 7, 10, 11, 28, 55, 57, 64, 65, 66, 110, 111, 131, 132, 139, 142, 144, 146, 147, 150, 161, 170, 281, 488,
Telehealth, 10, 165, 170
Tertiary prevention, 391
The Joint Commission (TJC), 267
Theoretical Change Model, 446–447
Theoretical concepts of aging, 178–182
Theory of Nursing Systems, 447–448
Therapeutic communication, 444, 446, 450
Third party payment, 24, 26–27, 300
Tobacco, 168, 242, 342–347, 491, 495, 501–502
Tolerance, 331–336, 338–339, 343, 349, 355, 357, 364
Traditionalists, 177–178
Transcultural nursing, 35–36
Transitioning back to civilian life, 219
Transparency, 7, 13
Transtheoretical Model, 179, 447–448, 493
Trauma and mental health, 291–329
Trauma populations, 294–298
Trauma victims, 302–304
Traumatic brain injury, 227, 228, 375
Treatment burden, 188
Triggers, 168, 227, 280, 298, 301–302, 345, 355
Triple Aim, 3, 6–9, 14–16, 105–106, 389
Tuberculosis, 421–422
Twitter, 488, 489, 896, 504
United Nations economic and Social Council (ECOSOC), 34
Urban, 30, 84, 104, 124, 165, 167, 168, 350, 489, 503, 507
U.S. Congress, 129
U.S. Federal Interagency Forum on Aging (related statistics), 176
U.S. Gross Domestic Product (GDP), 104
U.S. Life Expectancy, 177
U.S. Veteran Affairs, 228
U.S. Veterans’ Health Administration (VHA), 301
Vaccination hesitant, 167
Vaccinations, 80, 167, 195, 390, 399, 400–402, 416, 421
Vancomycin resistant enterococci (VRE), 423–426
Victims of crime.org, 295
Visiting Nurses Association, New York, 104
Vulnerable population, 30, 31, 140, 188, 191, 250, 293, 305, 309, 310, 312, 395, 459, 489, 496
Wagner et al., 245–247
Ward, 104
Watch Your Six, 218–219
Weather, 312
Weight management, 4, 5, 14, 171, 273, 278, 283
Index

Why serve in the military, 215–216
Workforce planning, 118–119
World Economic Forum, 315
World Health Organization, 35, 48, 149, 249, 272, 307–308, 340, 390, 409, 415, 427
Yo Yo effect, 357
Zika virus, 428–429