

# Five-Step Model of Professional Excellence

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The bone marrow transplantation program at Banner Good Samaritan Medical Center in Phoenix, AZ, has successfully developed and implemented a process model using the theory of Novice to Expert for the education of its nurses. The five-step model of excellence provides a fluid and individualized framework for the professional development of the healthcare providers working in the oncology program and a method to measure progress. In addition, the requirements for education and a method to measure progress are clear for nurses who would be considered experts in the unit. As a result of the implemented process model, 65 of 96 RNs (68%) met the criteria for expert compared to 18% prior to the implementation, 58 of 79 RNs (73%) are oncology certified (OCN®) compared to 24% prior to implementation, and 42 of 96 RNs (44%) are mentors compared to 19% prior to implementation. The five-step model has helped foster a culture of staff and leadership development with engaging, motivating, and high-performing work groups that promote career progression within the workforce.

Since its inception in 1997, the City of Hope-Banner (COH-B) bone marrow transplantation (BMT) program has touched thousands of lives and has made BMT a viable option for the residents of Arizona and surrounding states. The partnership between City of Hope National Medical Center in Duarte, CA, and Banner Good Samaritan Medical Center in Phoenix, AZ, grew out of the need identified by physicians in the Phoenix area for a cutting-edge transplantation treatment facility in the community. Prior to the creation of the COH-B partnership, Phoenix-area residents seeking state-of-the-art transplantation treatment often traveled great distances and were separated from the support of family and friends for the duration of their treatment. Through its partnership with City of Hope, a world-renowned National Cancer Institute-designated comprehensive cancer center, Banner Good Samaritan Medical Center now provides world-class research and treatment protocols in a comprehensive and convenient setting. Since the program's debut in 1997, 826 transplantations have been performed and about 30,000 outpatient visits have occurred. This article describes the systematic process used to promote and measure employee growth and development within the oncology/hematology and BMT units at Banner Good Samaritan Medical Center.

## Development of the Professional Excellence Model

COH-B established a culture of learning through a multi- and interdisciplinary team approach to ensure that patients receive comprehensive care guided by the highest standards of excellence. This culture of learning also served to ensure that employees were provided with continuing education, knowledge, and opportunities to share their experience throughout Banner Good Samaritan Medical Center, thereby promoting organizational learning. To

### At a Glance

- ◆ The five-step model of excellence provides a pictorial plan for professional development.
- ◆ The plan delineates over time the education and skill acquisition necessary for oncology nurses to achieve expert status.
- ◆ Outcomes since the adoption of the model have contributed to job satisfaction and retention of engaged nurses.

support the culture of learning, a five-step professional development model was created for nursing staff in the oncology/hematology department. This model outlines the pathway for professional advancement of the oncology nurse, which coincides with the standards of oncology nursing education published by the Oncology Nursing Society ([ONS], 2003), and provides an ongoing plan for improvement. In light of the fact that the oncology nursing staff also provides patient coverage for Banner Good Samaritan Medical Center, the original model was expanded to reflect transplantation-specific regulatory and accreditation requirements as well as succession planning considerations.

## Theory Application

Benner's (1984) Novice to Expert theory was used to form the framework of the model, depicted as a pyramid in which growth is illustrated in layers through education, motivation, and

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