

# Nursing's Five Year Plan for Organizational Goal Achievement 2009-2013

## Organizational Goal **I CARE**

### **PATIENT SATISFACTION**

#### Aspiration Statement

Patients and families report the highest level of satisfaction with nursing care at the UVA Health System.

#### Strategies:

1. **Define what a good patient experience is for each point of care (2011 priority)**
2. Assess the Health System environment's ability to accommodate patient and family needs based on what the patient states comprises a good experience.
3. **Implement customer service training for all nursing staff that communicates the message to patients and families that "we are happy that you are here". (2011 priority)**
4. Establish specific expectations regarding patient satisfaction results as part of the performance evaluation of each professional nurse.

### **NURSE SATISFACTION**

#### Aspiration Statement

Nurses and employees report the highest level of satisfaction and engagement within the organization.

#### Strategies:

1. Endorse and support the development of Healthy Work Environment initiatives (standards set by American Association of Critical-Care Nurses) throughout the UVA Health System
2. Shared governance is used to drive initiatives derived from nurse satisfaction data.
3. Develop intergenerational understanding to improve teamwork among nurses.
4. Invest and have synergy with the organization's efforts to improve employee engagement while maintaining a focus on professional nurses.

#### Magnet Model Component:

- o Exemplary Professional Practice
  - Exemplary professional practice is grounded in a culture of safety, quality monitoring and quality improvement.
  - Nurses at all levels analyze data and use national benchmarks to gain a comparative perspective about their performance and the care patients receive.
- o Empirical Quality Outcomes
  - Patient Satisfaction at the organizational level outperforms the mean of the national database used and does so over a 24 month period.
  - Nurse Satisfaction at the organizational level outperforms the mean of the national database used.

#### Forces of Magnetism Represented:

Quality of Nursing Leadership, Quality of Care, Autonomy



## SUPPORT THE IMPLEMENTATION OF FAMILY-CENTERED CARE

### Aspiration Statement

Patients and families at UVA Health System are at the center of every patient care decision. Their involvement is welcomed, valued and prioritized.

### Strategies:

1. Clearly articulate our patient and family centered care philosophy and guiding principles.
2. Create family advisory councils to guide program and policy development.
3. Promote the Care Partners' philosophy throughout the Health System.
4. Grow cultural competency in all members of the health care team.

### Magnet Model Component:

- Exemplary Professional Practice:
  - Patients, families and their support systems are involved in the planning and delivery of care.
  - Nurses create patient care delivery systems that delineate the nurses' authority and accountability for clinical decision making and outcomes.
- New Knowledge, Innovations and Improvements:
  - Magnet organizations integrate evidence-based practice and research into clinical and operational processes.

### Forces of Magnetism Represented:

Professional Models of Care, Autonomy, Nurses as Teachers, Interdisciplinary Relationships

## Organizational Goal | HEAL

## NURSING RESEARCH

### Aspiration Statement

UVA Health System nurses use research to dramatically improve outcomes on nurse-sensitive quality indicators.

**PAIN MANAGEMENT:** UVA nurses, in partnership with patients, revolutionize pain management and optimize comfort by expanding the boundaries of traditional nursing practice. Patients view UVA nurses as “the ones who bring comfort”.

### Strategies:

1. Promote internal nursing research projects and innovative pain management approaches.
2. Expand nursing research by incorporating innovation and patents, achieved through partnerships with the Schools of Nursing and Medicine and other UVA resources.
3. Involve patients and families in their pain management regimen through education and support.
4. **Develop resources to support interdisciplinary excellence in pain management, e.g., guidelines, experts, logistics. (2011 Priority)**

### Magnet Model Component:

- New Knowledge, Innovations and Improvements:
  - Innovations in patient care, nursing and the practice environment are the hallmarks of Magnet organizations.
- Empirical Quality Outcomes:
  - Patient Satisfaction at the organizational level outperforms the mean of the national database used and does so over a 24 month period.

### Forces of Magnetism Represented:

Quality Improvement, Autonomy, Nurses as Teachers, Interdisciplinary Relationships



## INNOVATION IN CARE DELIVERY

### Aspiration Statement

UVA Health System nurses embrace innovative changes as a means to optimize patient care.

#### Strategies:

1. Demonstrate the positive power of change by spotlighting success stories.
2. Develop a culture that encourages risk taking and a willingness to fail, and an environment that values learning from others and learning new things.
3. **Create programs that support nurses in self care activities to reduce stress and embrace innovation. (2011 Priority)**
4. Develop a comprehensive, coordinated communication plan that reaches everyone through technology in order to publicize innovations.

#### Magnet Model Component:

- Transformational Leadership:
  - The Magnet CNO communicates expectations, develops leaders and evolves the organization to meet current and anticipated needs and strategic priorities.
- New Knowledge, Innovations and Improvements
  - Establishing new ways of achieving high-quality, effective, and efficient care is the outcome of transformational leadership, empowering structures and processes and exemplary professional nursing practice.

#### Forces of Magnetism Represented:

Quality of Nursing Leadership, Quality of Care: Research and Evidence-Based Practice

### Aspiration Statement

UVA Health System nurses achieve maximal time with patients through high-tech and low-tech innovations that improve patient safety and outcomes.

#### Strategies:

1. Involve nurses in the design, development and testing of point-of-care technology. .
2. Use technology to streamline and communicate both high-tech and low-tech change initiatives ( e.g. virtual meetings).
3. Apply current technologies to maximum impact such as text messaging, MedHost, intranet.
4. Maintain and improve considerate communication between team members to achieve safety outcomes.

#### Magnet Model Component:

- Transformational Leadership:
  - Nurse leaders at all levels of the organization convey a strong sense of advocacy and support on behalf of staff and patients.
  - The CNO is a knowledgeable, transformational leader who develops a strong vision and well articulated philosophy, professional practice model and strategic and quality plans in leading nursing services.
- Structural Empowerment:
  - The flow of information and decision making is bi-directional and horizontal between and among nurses at the bedside, the leadership team and the CNO.
- New Knowledge, Innovations, and Improvements
  - Nurses are involved in the evaluation and allocation of technology and information systems to support practice.

#### Forces of Magnetism Represented:

Quality of Nursing Leadership, Management Style, Quality of Care: Research and Evidence-Based Practice



## NURSE RETENTION AND RECRUITMENT

### Aspiration Statement

The UVA Health System attracts, mentors and retains a large cohort of talented nurses. Nurse recruitment and retention is promoted by a practice environment that supports ongoing learning and provides ready access to advanced clinicians. Professional growth is encouraged and our nursing leaders are recognized nationally for their contributions.

### Strategies:

1. Collaborate with Human Resources, utilizing their unique knowledge set, to retain and recruit professional nurses.
2. Prioritize strategies that have been shown to retain and recruit professional nurses.
3. Strengthen nurses' communication skills through education.
4. Support Clinical Career Ladder and shared governance activities.
5. Achieve rates of national certification for practice area based RNs, excluding management, that exceed benchmarks.
6. Increase number of certified nurses by 100 nurses in 2010.
7. By 2013, 60% of practice area based RNs, excluding management, will be prepared at the baccalaureate and/or masters level.

### Magnet Model Component:

- o Structural Empowerment:
  - Nurse contributions to the organization and the community are recognized for their positive effect on patients and families.
  - Nurses are acknowledged in various and substantive ways for these accomplishments, enhancing the image of nursing in the community.

### Forces of Magnetism Represented:

Organizational Structure, Personnel Policies and Programs, Community and the Healthcare Organization, Image of Nursing, Professional Development

### Aspiration Statement

The UVA Health System provides strong, supportive, collaborative, strength-based leadership.

### Strategies:

1. Provide leadership development programs to promote transformational leadership.
2. Provide individual learning and development plans for nurse managers to develop leadership and enhance career development.
3. **Create individual learning and development plans for nurse clinicians to develop leadership and enhance career development. (2011 Priority)**
4. Encourage the adaptation of health work environment norms.
5. Achieve Masters level formal education for all nurse leaders at the Manager, Director and Administrator level by 2011

### Magnet Model Component:

- o Transformational Leadership:
  - Nurse leaders are visible, accessible and communicate effectively in an environment of mutual respect.

### Forces of Magnetism Represented:

Quality of Nursing Leadership, Management Style



## STEWARDSHIP

### Aspiration Statement:

Professional nurses of the UVa Health System lead the reformation of healthcare through fiscal accountability, stewardship and a commitment to maximize resources to meet patient and staff needs through efficiency and productivity.

### Strategies:

1. Establish expectations for good stewardship as it relates to nursing practice and nursing management domains.
2. **Measure nursing outcomes to demonstrate productivity of nursing activities including committee meetings. (2011 Priority)**
3. Optimize communication tools for electronic meetings.
4. Aggressively promote environmental stewardship and reduce care delivery waste.

### Magnet Model Components:

- Empirical Quality Results
- Transformational Leadership:
  - Strategic planning structures and processes are used by nurses to improve the healthcare systems' effectiveness and efficiency.

### Forces of Magnetism Represented:

Quality of Care, Professional Models of Care, Personnel Policies and Procedures, Management Style

