Nursing Strategic Plan

2022 – 2026
PHILOSOPHY: WHAT WE BELIEVE

WE, The Nurses of UCDMC Believe that our mission is to provide science-based, technologically precise, compassionately delivered nursing care; Define nursing as a scientific discipline that takes a holistic approach to the diagnosis and treatment of potential and actual responses to illness with a goal of lessening the effects of illness, promoting comfort and healing, and assisting patients to achieve an optimal level of self-care; Practice in a dynamic university medical center that promotes ongoing learning for all health professionals; Strengthen our practice through a commitment to innovation and nursing research; Accept professional accountability to patients, families and the community; Recognize the uniqueness of each person, and respect, protect and advocate for the individual’s right to self-determination, self-expression, confidentiality and dignity; Believe that we best serve through collaboration with other health care professionals who join with us in treating and advocating for those who need our nursing care; Believe that the relationships we build have an inherent capacity to promote health, healing, and wholeness; Commit ourselves to support, acknowledge and nurture one another, thereby creating an environment of mutual respect and caring.

MISSION: WHY WE ARE HERE

Provide science-based, technologically precise, compassionately delivered patient care.

VALUES: HOW WE SHOW UP Extraordinary Love, Compassion, Courage, Integrity, in Every Situation

LOVE
We build relationships grounded in inclusivity, patience, kindness, and gratitude. In our teams and work, we bring our whole selves in an authentic and caring spirit and encourage others to do the same.

COMPASSION
We provide empathetic and compassionate care of ourselves and others through attunement, wondering, following and holding, maintaining dignity and value while developing human relationships.

COURAGE
We stay true to our values, even in the face of risk or loss. We speak up. We do this all in the service of personal and organizational integrity.

INTEGRITY
We work to make decisions and meet challenges with integrity, working together to resolve issues and maintain trustworthiness, goodness, decency, honor, and respect.

4 B’S (STRATEGIC OBJECTIVES): HOW WE DO IT

BEST PEOPLE & PRACTICE ENVIRONMENT
Our work and practice environment attracts & retains the best people

BEST PATIENT EXPERIENCE
We deliver exceptional, patient centered care with each patient interaction

BEST QUALITY
We have exceptional clinical and performance outcomes

BEST FINANCIAL STEWARDSHIP
We have the resources to pursue the fulfillment of our Mission & Vision

UNIT BASED PRACTICE COUNCIL GOALS: HOW WE SUPPORT PERFORMANCE EXCELLENCE

VISION: WHERE WE ARE HEADED

The highest quality of patient care provided through the advancement of nursing practice.
Best People & Practice Environment

Our work and practice environment attract and retains the best people
FOCUS

Strengthen structural empowerment through advancing our professional governance and nursing professional practice.

Tactics

• Recognize and celebrate council accomplishments

• Broaden representation and engagement for ambulatory, Cancer Center, emergency department, and peri-op across PCS Councils and Committees

• Enhance nursing staff understanding the nursing professional practice model (NPPM)

• Explore continued development of professional governance to be inclusive across disciplines and practice areas

• Conduct annual evaluation of the NPPM and professional governance structure

• Identify NPPM tenets exemplars with frontline nursing staff

• Continue Nursing Science and Professional Governance Conference

• Leverage NPC All Here Days to strengthen professional governance and elucidate council actions

• Conscientiously integrate evidence-based practice (EBP) and nursing research into clinical and operational processes via the ARCC Model and Fuld Institute collaboration

Outcomes

• Highlight the work of the councils at Nursing Science and Professional Governance Conference, NPC All Here Days, *UCD Nurse*, and professional conferences and publications

• Incorporate NPPM language into our everyday way of being

• Experiences that showcase NPPM tenets are routinely identified and called out

• NPPM explicit in New Graduate Nurse Residency Program (NGRP), Onboarding and Preceptor Development

• Improve employee engagement relevant to empowerment:
  o My ideas and suggestions are seriously considered
  o I am involved in decisions that affect my work
  o I have the opportunity to influence nursing practice in this organization

• Increase number of EBP educational programming attendees

• Increase percentage of initiatives presented at NSPG utilizing the ARCC EBP process

• Council infrastructure expansion across practice areas and disciplines
Tactics

• Promote professional development in the areas of diversity, equity, and inclusion (DEI)
• Identify, attract and retain a diverse staff
• Call upon nurses as patient advocates to embrace DEI to address social determinants of health
• Implement an initiative to improve care among underrepresented patient populations
• Maintain HRC Healthcare Equity Index (HEI)
• Raise awareness and accountability in support of cultural inclusivity
• Promote dedicated diversity and inclusivity resources
• Increase departmental participation in DEI events
• Liaison with Health, Equity, Diversity, and Inclusion (HEDI) office to disseminate DEI events and resources
• Collaborate with HEDI and BIMSON to advance DEI
• Support participation in employee resource groups (ERG)
• Promote staff participation in community events serving the underserved

Outcomes

• Increase completion of trainings in the areas of diversity, equity, and inclusion
• Greater proportion of hires are from local communities
• Workforce more closely aligns with that of California and the local Sacramento region
• Human Rights Campaign Health Equity Index
• Metrics related to DEI initiatives
• Celebrate Principles of Community (POC) within nursing throughout the year
• Increased staff participation in DEI events
• Increased staff participation in ERG
• Performance appraisals include individual DEI goals
• Development of current workforce
• Increased staff participation in community events serving the underserved
• Increase our understanding of our patients individual needs through engagement in Cipher Health Manager tool with added DEI questions
• Increased access of healthcare education to patient’s who have a preferred language other than English through Marti, Interpreters and written translation
• Support staff participation in volunteer events serving the local anchor institution mission (AIM) communities
• Embrace multilingualism in nursing
• Provide Anti-Racism and Cultural Humility (ARC) training within nursing

• Improve employee engagement relevant to inclusion:
  o I care for all patients/clients equally even when it is difficult
  o This organization values employees from different backgrounds.
  o This organization demonstrates a commitment to workforce diversity
  o My coworkers value individuals with different backgrounds
  o The person I report to treats all employees equally regardless of their background
FOCUS

Recognize all members of the interprofessional team for their collegiality and contributions to their work, the team, the patient, the hospital, and the community.

**Outcomes**

- **DAISY Awards**
  - Individual
  - Team Award
  - Nurse Leader Award
  - Patient Safety Award

- **Josie King Hero Awards**
  - Team Award
  - Individual Award

- **APP Awards**
  - APP Fellowship preceptor of the year
  - APP of the year award
  - APP excellence award

- **Patient Safety Awards provided for innovation and milestones**

- **BEST Awards**

- **Star Preceptor awards**

- **Awards, recognitions, accomplishments shared through social media platforms**

- **Point of Pride Award (POP)**

- **Divisional and departmental newsletter dissemination**

**Tactics**

- DAISY Awards
- Josie King Hero Awards
- Patient Safety Awards
- BEST Program
- Nurses Week Programming
- Advanced Practice Provider (APP) Recognition Week
- Diversity Awards
- Specialty Certification Day recognition
- Thank Goodness for Staff Awards
- Good Catch Awards
- *UCD Nurse* Newsletter
- *UCD Nurse* Annual Report
- *Advance Practice News*
- Celebrate top-scoring project abstracts at Nursing Science and Professional Governance Conference
- Always Nurse
- Long Length of Stay Care Excellence Awards
- Leader Recognition
FOCUS

Elevate nursing practices related to patient and family centered care and staff engagement leading to a patient centered experience.

Tactics

- Include patient and family in bedside report and plan of care
- Sustain NPC All Here Day
- Enhance role of patients and families in decision making
- Leader rounding with staff and patients
- Design environments that promote a joyful patient-centered aesthetic
- Encourage patients and family engagement
- Promote integrative and complementary therapy programs
- Improve patient experience relative to
  - Care coordination
  - Careful listening
  - Courtesy and respect
  - Pain
  - Patient education
  - Patient-centered care
  - Responsiveness
  - Safety
  - Service recovery
- Involve patients and families in
  - Care delivery design and evaluation
  - Evidence-Based Practice
  - Research
  - Innovation

Outcomes

- Improve/sustain handoff processes including
  - Bedside handoff
  - Interdepartmental handoff
- Patient and family engagement with
  - Digital Front Door
  - MyChart Bedside
  - Bedside Report
  - Telehealth/Virtual Care
- Improve employee engagement outcomes relevant to Fundamentals of Quality Nursing Care:
  - My work unit demonstrates a commitment to patient and family centered care
- Increased/sustained scores in patient experience metrics
  - Communication with Nurses
  - Quietness of Hospital Environment
  - Hospital Cleanliness
  - Time to referral
  - MyChart response times
  - Cancer Center access
- Number of patients and/or families
  - Hosted to share their experience at department meetings
  - Included in specific PCS and unit activities regarding planning, design and evaluation
  - Involved in Relationship-based care programs
- Increase the number and type of complementary therapy programs utilized
- Increase utilization of Creative Arts & Recreation program offerings
## Tactics

- Maintain resources supporting national certification
- Preferentially hire nurses with BSN or higher educational preparation
- Hire APPs with national board certification aligned with clinical practice
- Maintain resources for nurses seeking additional educational preparation
- Develop leadership capacity at all levels
- Engage staff in competency management design process
- Strive for PTAP accreditation
- Leverage APP peer review as a mechanism to sustain standards for safe and quality care
- Advance career ladder incorporating diverse practice areas
- Advance Age Friendly Care & Achieve NICHE designation
- Enhance communication strategies
- Advance system-wide EBP and research
- Expand the footprint of advanced practice fellowships to support recruitment of a diverse APP workforce

## Outcomes

- Maintain percentage of eligible nursing staff with specialty certifications at or above 51%
- Percentage of BSN-prepared RNs maintained at or above 90%
- Decreased/sustained level of staff turnover below benchmarks
- Leadership capacity developed
  - In collaboration with Learning and Development
  - Considering diverse disciplines across practice areas
  - Leveraging mentoring and succession planning resources for nurses at all levels
- Competency management program implemented
- Practice Transition Accreditation Program (PTAP)
  - APP Fellowship programs is obtained, New Graduate Nurse Residency Program
    - Is maintained
    - Impact on retention is greater than benchmarks
- Achieved 90% completion rate for Relational Insights peer feedback tool
- Achieved 95% completion of OPPE for APPs
- Maintained 100% APP national board certification
- Pipeline of qualified APPs in specialty settings established
- Increase number of Geriatric Resource Nurse Program champions
- Career ladder integration of
  - Ambulatory/ Cancer Center
  - Diverse disciplines
- ANCC course planning consistently integrates all required metrics
**Tactics**

- Embed mentoring and succession planning for nurses at all levels
- Socialize peer support program - Support U
- Strengthen partnerships in innovations, research, and EBP within UC Davis Medical Center, Schools of Nursing and Medicine, fellow UC campuses, and regional and national peer organizations
- Invite interdisciplinary colleagues to participate in EBP Fellowship
- Conduct emergency preparedness readiness drills

**Outcomes**

- Improved employee engagement relevant to resilience and psychological safety
  - I can enjoy my personal time without focusing on work matters
  - I am able to disconnect from work communications during my free time (email/phone)
  - I rarely lose sleep over work issues
  - I am able to free my mind from work when I am away from it
  - I see every patient/client as an individual person with specific needs
  - I care for all patients/clients equally even when it is difficult
  - My work is meaningful
  - The work I do makes a real difference
- Improved employee engagement relevant to Interprofessional Relationships, RN to RN Teamwork, and Professional Development:
  - Different work units work well together in this organization
  - Communication between physicians, nurses, and other medical personnel is good in this organization
  - We effectively use cross functional (interprofessional) teams in this organization
  - There is good collaboration between nursing and the different ancillary services (i.e. pharmacy, lab, radiology, nutrition, behavioral health, etc.)
  - This organization provides career development opportunities
  - I have opportunities to learn and grow at this organization
  - My work unit works well together
  - Nurses in my unit help others to accomplish their work
  - Nurses in my work unit help others even when it’s not part of their job
  - I get the training I need to do a good job
## FOCUS

Develop and refine nursing’s strategic outreach with external partners.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td>• Extend nursing expertise with external partners</td>
<td>• Increased number of nursing and advanced practice relationships with external agencies</td>
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<tr>
<td>• Engage in professional organizations to network and collaborate with external partners</td>
<td>• Participation in collaborative activities</td>
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<tr>
<td>• Engage with community partners to support people within these communities</td>
<td>• Advancement of existing relationships and creation of new relationships with</td>
</tr>
<tr>
<td></td>
<td>o community partners</td>
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<tr>
<td></td>
<td>o academic and training programs</td>
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<td></td>
<td>o professional organizations</td>
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<tr>
<td></td>
<td>• Outreach and education to affiliate organizations provided</td>
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</tbody>
</table>
2022 – 2026 Nursing Strategic Plan

Best Quality

We have exceptional clinical and performance outcomes
**FOCUS**

Enrich exemplary professional practice by advancing our relationship-based culture and culture of safety

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**Tactics**

- Advancement of therapeutic competencies through Relationship Based Culture workshops
- Advancement of a Just Culture
- Embrace change leadership competencies
- Promote patient safety awareness activities
- Advance professional practice by participating in nationally recognized conferences that are patient and culture of safety centric (i.e. IHI)
- Collaborate with interprofessional colleagues on organization-wide workplace violence prevention initiatives
- Advance behavioral management
- Sustain Primary Nursing model
- Leverage and implement tools and resources to advance patient and staff safety

**Outcomes**

- Increase number/discipline of staff who have taken
  - See Me As A Person®
  - Reigniting the Spirit of Caring®
  - Leading an Empowered Organization®
  - Anti-Racism Cultural Humility
- Increase staff participation in Healing Circles
- 90% of staff have completed their RI 360 each year
- Incidents of incivility are addressed with Tactics in mind
- Maintained safety huddle, QI processes and GEMBA
- Continued engagement in patient and staff safety
  - Safe patient handling
  - Decrease in staff injury rates
  - Implement violence risk stratification
  - Care planning in place on all high risk patients
- Improved employee engagement relevant to exemplary professional practice:
  - Staff work well together
  - Patient safety is a priority in this organization
  - This organization makes every effort to deliver safe, error-free care to patients
  - We are actively doing things to improve patient safety
  - In my work unit, we discuss ways to prevent errors from happening again
  - The organization cares about quality improvement
  - The organization cares about employee safety
  - I can report patient safety mistakes without fear
  - I see every patient/client as an individual person with specific needs
  - I care for all patients equally even when it is difficult
  - The work I do makes a real difference
- Support-U program expansion across practice areas
- Increase Schwartz Rounds participation by staff across disciplines

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Best Quality
**FOCUS**

Build an evidence-based collaborative network designed to support safe patient transitions throughout the care continuum.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>• Leverage substance use navigator (SUN) program to facilitate care transitions for the patient experiencing substance use</td>
<td>• Increase patient participation in substance use navigator program</td>
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<tr>
<td>• Improve patient throughput</td>
<td>• Reduction in overall LOS</td>
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<tr>
<td>• Support advanced practice programs</td>
<td>• Increase in Palliative Care and Hospice service utilization</td>
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<td></td>
<td>• Reduction in overall 30-day readmission</td>
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<td></td>
<td>• Reduction in overall mortality</td>
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<td></td>
<td>• Optimize care delivery and expand acute care capacity by moving patients to more appropriate settings (SNF, LTAC, IRU, home health, hospice, palliative care, psychiatric care) as quickly as health status warrants</td>
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<tr>
<td></td>
<td>• Embed awareness of and integration into the entire care continuum:</td>
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<tr>
<td></td>
<td>o Hospice and palliative care program</td>
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<td></td>
<td>o Homelessness services and poverty awareness</td>
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<td></td>
<td>• Improve employee engagement relevant to fundamentals of quality nursing care:</td>
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<tr>
<td></td>
<td>o My work unit uses evidence-based practice in providing patient care</td>
</tr>
<tr>
<td></td>
<td>o I am involved in quality improvement activities</td>
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<tr>
<td></td>
<td>• Maintain Baby Friendly USA accreditation</td>
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<td></td>
<td>• Establish 3 Wishes End of Life Program</td>
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<tr>
<td></td>
<td>• Socialize advanced practice programs</td>
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<tr>
<td></td>
<td>o Transitions of care program</td>
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<tr>
<td></td>
<td>o In conjunction with AIM nursing to facilitate timely and safe transition home to those requiring antimicrobial treatment</td>
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<tr>
<td></td>
<td>o Acute pain service advanced practice team</td>
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</tbody>
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FOCUS

Achieve empirical quality outcomes by promoting a culture where data and evidence are utilized to support decision making and drive

**Tactics**

- Utilize data to
  - Optimize patient outcomes at point of care
  - Provide real-time nursing sensitive indicators and safety metrics data to guide evidence-based care
  - Optimize medication safety
  - Inform rounding tools and reports
- Utilized and interpret unit scorecards
- Continue to deploy Epic upgrades
- Leverage novel and existing evidence resources
- Prioritize use of evidence in the literature to inform practice
- Integrate evidence into resources at the point of care
- Digital Davis – Remote Physiologic monitoring
  - OB-BP
  - HR-BP, weight
  - Primary Care Health Apps

**Outcomes**

- Redesignation of Magnet Recognition 2023
- Increase the number of departments with national award recognition
- Outperform national benchmarks of select nurse-sensitive indicators
- Achieve greater than 94% compliance with hand hygiene
- Reduction in medication administration errors
- Reduced Severe Sepsis Related Mortality
- Reduced Surgical Site Infection Rates
- Improved BCMA scanning reporting and compliance
- Integration of EBP across different programs
  - Emerging innovations and practice changes
  - NGNRP
  - RNL
  - EBP Fellowship
  - UBPC
  - Clinical ladder
  - APP fellows
- Policy and evidence resources integrated into
  - Electronic health record
  - Elsevier Clinical Skills
  - UC Davis Health practice and workflow content
- Ambulatory Dashboard
- Outperform national benchmark of select nurse-sensitive indicators inpatient and ambulatory
2022 – 2026 Nursing Strategic Plan

Best Financial Performance

We have the resources to pursue the fulfillment of our Mission and Vision
FOCUS

Optimize evidence-based capacity management through a person-centric approach to patient throughput.

**Tactics**
- Optimize patient flow transitions across the health system
  - Anticipatory management of all transfer requests including procedural, ambulatory and research admissions
  - Partner with service-line leadership to optimize patient care
  - Build customized Epic information technology (IT) monthly reports
  - Increase all interfacility tertiary and quaternary transfers
  - Utilization of Discharge Reception Area
- Sustain optimal staffing resources
- Deploy innovations that demonstrate a positive cost-value equation
- Prioritize capture of APP-performed reimbursable services among stakeholders
- Promote transparency using a summary dashboard to evaluate revenue generating work
- Provide dedicated provider (physician and APP) education to optimize the capture of APP-performed reimbursable services
- Multi-disciplinary rounds
- Discharge Reception Area Dashboard available for staff review QI

**Outcomes**
- Timely & appropriate patient placement to meet care needs:
  - Monitor with daily lost transfer report from Capacity Command Center
  - Benchmark year-over-year monthly transfer report
  - Review of outpatient/same-day admission
  - Improved pt co-horting
- Routine review of Epic metrics
  - Placement metrics
  - Unit-based Epic IT reports to improve unit-based initiatives
  - To optimize patient care in the appropriate space
- Increase tertiary & quaternary interfacility transfers
- Capture of reimbursable services performed by APPs
- Reduce the average Length of Stay
- Maintain 84% of patients transferred within 1-hour of orders and ready bed assignment
- Increase percentage of patients
  - With discharge orders by 10 AM by APPs
  - Discharged by 2pm
- Increase utilization of Discharge Reception Area
- Improved Expected Discharge Date conversion
- Improved repatriation – focusing on returning patients to their communities when medically stable
- APP-performed reimbursable services
  - Routinely reviewed to confirm capture of services
  - Compared to national standard benchmarks
- Improve employee engagement relevant to adequacy of resources and staffing:
  - I get the tools and resources I need to provide the best care/service for our clients/patients
  - I have sufficient time to provide the best care/service for our clients/patients
  - My work unit is adequately staffed
# FOCUS

Focus on sustainability by reducing waste via nursing workflow and green materials-management practices.

<table>
<thead>
<tr>
<th>Tactics</th>
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<tbody>
<tr>
<td>• Engagement with the sustainability committee</td>
<td>• Nursing integrates supply waste strategies into workflow</td>
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<tr>
<td>• Pilot a supply ambassador in key areas across the organization</td>
<td>• Reduction in solid waste and single use plastics to landfills and incineration</td>
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<tr>
<td>• Follow sustainable procurement guidelines</td>
<td>• Increase the number of reprocessed products for clinical use</td>
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<tr>
<td>• Unit level supply reduction use</td>
<td>• Increase reprocessed device utilization</td>
</tr>
<tr>
<td>• Replace single use plastics with reusable products</td>
<td>• Increase conversion rate of products reprocessed for waste diversion</td>
</tr>
<tr>
<td>• Replace single use plastics with paper products: Lab collection bays with envelopes or wax paper</td>
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</tr>
<tr>
<td>• Replace disinfected reusable plastic products with aluminum products</td>
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</tbody>
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Partner with Health Sciences Development to build a culture for philanthropy, catalyzing gratitude as the key ingredient in financial support for staff and programs improving patient health.

**Tactics**

- Expand Gratitude Heals funds impact, sustainably powered by philanthropy
  - The CARE Project
  - Re-Igniting the Spirit of Caring Endowment
  - Patient Assistance Support Fund
  - Child Life Support Fund
- Leverage fundraising knowledge, training and practice
- Expand Health Sciences Development (HSD)’s system impact via communication
- Reinforce importance of philanthropy by
  - Encouraging participation in employee giving
  - Participating in ongoing training, HSD consultation
  - Advancing donor stewardship at all levels of the organization

**Outcomes**

- Increase 1:1 consults with key nursing and hospital leaders
- Weekly HSD updates on philanthropy successes, opportunities for Gratitude Heals funds
- Increase number of employee donors
- Increase staff participation in philanthropic events
- Increase in grateful patient/family referrals to HSD for donor engagement
- Increase in larger annual gifts, major gifts ($50k+) and planned gifts to Gratitude Heals funds
- Establish stewardship program for donors
- Establish a sustainable Creative Arts and Recreational Program
- Increase staff awareness of ways of giving