

2020 - 2022 NURSING STRATEGIC PLAN

Our nursing commitment:
Providing the foundation of
nursing practice at UK HealthCare

MAGNET
RECOGNIZED



AMERICAN NURSES
CREDENTIALING CENTER

A LETTER FROM OUR CHIEF NURSE EXECUTIVE

Dear colleagues,

This year we have seen many challenges impact our ever-evolving nursing practice and profession. Despite these trials and difficulties, our commitment to the highest-quality health care remains strong. The art and science of nursing is not rendered in isolation, but instead is accomplished through collaborative efforts and our pursuit of life-long learning. Today, nurses must think critically, act rigorously, and continually advance their knowledge and expertise.

The 2020 year marked a special milestone for UK HealthCare and our Nursing Strategic Plan. For the past 10 years, we have been integrating the practice of strategic planning into our overall approach for nursing care. When we implemented this approach in 2010, we were focused on building a high-performing, flexible team to meet the challenges of a rapidly changing health care world. During this time, we have pushed for a culture of shared vision and purpose for each UK HealthCare Nursing Services member. Our purpose was to place our core values as an institution at the center of what we as individual nurses bring to our daily work with our patients and families: every patient, every time.

This year, our Strategic Planning Nursing Team has developed an important enhancement to our direction by incorporating the learning and practice of “I will” statements – for ourselves and for the teams with which we collaborate every day. As a noun, “will” describes our personal faculty to take conscious, deliberate action. As a verb, “will” is the act of deciding and then bringing about a desired effect through one’s own personal power. To begin the challenge of integrating the power of “I will” into our work and culture, the nursing team has individualized “I will” statements for front-line care provider and leadership roles. Our goal is for this practice to become second-nature, to live it every day in our work and our UK HealthCare community.

In my new role as chief nurse executive, I proudly look forward to serving each of you, and UK HealthCare more generally. I believe there is no better place to advance our knowledge, enhance our professionalism and deepen our humanity than here in our UK HealthCare nursing community.

To our nursing services team, thank you for having the “I will” in everything you do. And for all of us: Remember that your “I will” makes it happen day-in and day-out and embodies our determination for the future.

Sincerely,



Gwen Moreland, DNP, RN, NE-BC



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PANDEMIC IMPACT

For 17 consecutive years, nursing has been ranked as the most trusted profession in Gallup's ethics survey. The World Health Organization designated 2020 as the "International Year of the Nurse and Midwife" in honor of the 200th anniversary of Florence Nightingale's birth. No one expected that this would be the year of an international pandemic, touching every aspect of society and nurses squarely at the front of the crisis.

Florence Nightingale's practice was steeped in good handwashing, proper sanitation and preventative measures. We looked to those same practices to help control the spread of the coronavirus, but with an eye to innovation, we made significant changes in how we delivered care.

In our emergency departments, nursing led the way by stepping up to care for patients and each other during an unprecedented and scary time. Workflows and workspaces were rearranged to best meet the needs of our patients, minimize exposure and keep our care teams safe. Teamwork was of the utmost importance and was demonstrated in numerous ways. For example, team members served as "spotters" for one another, ensuring that personal protective equipment was donned and doffed without a breach in infection control practices.

The pandemic created the need for many changes in our nursing practice, such as utilizing technology to communicate with patients and families, and testing ways to bring patients' IV pumps outside their rooms to minimize exposure. The 10th floor medicine unit, designated for the care of patients with COVID-19, demonstrated innovation, compassion and teamwork while making necessary adjustments to their nursing practice.

Telehealth is a new normal for many of our nurses. By the end of March, UK HealthCare had a robust telehealth program in place, reducing interactions with patients and saving PPE. Nursing staff were key players in the implementation of this successful program. The most significant contribution during telehealth is nurses' ability to complete patient education in conjunction with the provider visits. They also complete assessments, routine pre- and postsurgical care and evaluations of care and

treatments through telehealth visits. We now see over 1,200 patients each day through telehealth.

Employees have shown a great deal of adaptability in shifting to remote work. Nurses realized quickly that some of their job duties could be done in a remote location. In fact, our teams of nurses in transitions of care management and chronic care management are now permanently remote. These teams enroll about 80 patients in each program monthly, with a focus on bridging the gap from hospital to home and improving the health of patients with multiple chronic conditions. This work is now primarily done through telehealth and telephone services. Prior to COVID-19, these staff members were housed in a large, centralized office with multiple open workstations that created a disruptive environment. Since transitioning to remote work, these teams' productivity has been greater than ever before. Additionally, we have seen more engagement and what we believe will be a better work-life balance.

Who would have thought that highly sought-after registered nurses would face furloughs? Yet, a record number of nurses were furloughed or displaced this spring. UK HealthCare's staff development team quickly established cross-training programs to ensure we would have adequate staff to care for patients in the event of an expected COVID surge. Nurses were redeployed as much as possible. One example is staffing the drive-thru COVID-19 testing clinic.



We believe that this crisis has strengthened us as nurses and made us more cohesive as a profession. We have witnessed the fear and uncertainty as well as the compassion and creativity. Each nurse at UK HealthCare has stepped up and is Living DIREcT.

Patty Hughes, DNP, RN, NE-BC
Brandy Mathews, DNP, MHA, RN, NE-BC, CENP

OUR NURSING MISSION, VISION, VALUES AND PHILOSOPHY

MISSION Provide leading-edge patient care while advancing professional nursing practice.

VISION Lead the way for every patient, every time: nursing practice, patient care and scholarship.

VALUES UK HealthCare, the College of Medicine and Eastern State Hospital have implemented five values to help guide actions, behaviors and decision-making to foster a cohesive work culture focused on patient-centered care. These values are our foundation for every person, every patient, every time, as demonstrated through the Nursing Professional Practice Model. The DIREcT values are:

- **Diversity:** We foster a people-centered environment that is inclusive of all.
- **Innovation:** We embrace continual learning and improvement to drive positive change.
- **Respect:** We value our patients and families, our community, our co-workers, ourselves, and the resources entrusted to us.
- **Compassion:** We express empathy for the needs, thoughts and feelings of those we serve and with whom we work.
- **Teamwork:** We cultivate and maintain meaningful relationships to create positive outcomes.

PHILOSOPHY

- We consider our work as nurses to be an honor, and we strive for continuous improvement in order to provide excellence in all that we do.
- Nursing care is delivered in a complex environment that supports the trifold mission of patient care, education and research. As nurses, we participate in each aspect of the mission, with patient care holding the principal position in our daily efforts.
- A patient's right to participate in care planning is regarded as a nursing value at UK HealthCare. We understand that patient and family education about treatment and care options is a nursing responsibility, held jointly with our physicians and other members of the team. We accept that responsibility.



PROFESSIONAL PRACTICE MODEL IMPLEMENTATION GUIDE

UK HealthCare nursing encourages interaction at all levels of nursing practice.

I AM A LEADER COMMITTED TO EVIDENCE-BASED PRACTICE.

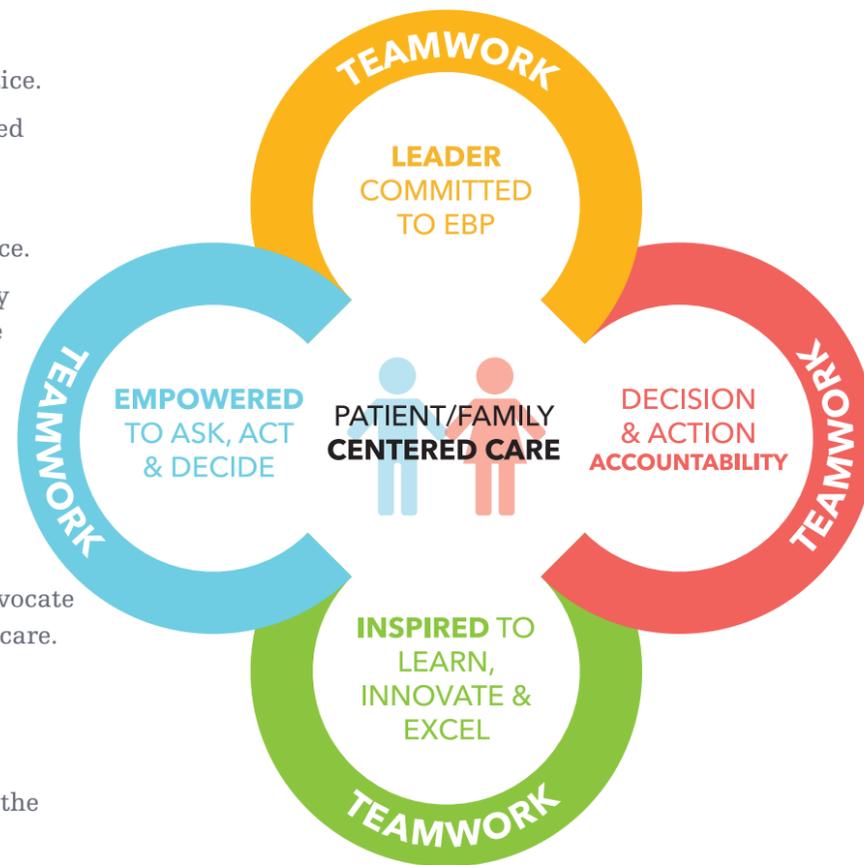
I am a leader when I:

- Ensure quality and safety in my practice.
- Incorporate the spirit of inquiry related to our clinical practice.
- Seek out evidence and stay abreast of changes to support my nursing practice.
- Collaborate with the multidisciplinary care team to make changes in the care provided based on the evidence.

I AM EMPOWERED TO ASK, ACT AND DECIDE.

I ask, act and decide when I:

- “Stop the line” for patient safety to advocate for our patients and their partners in care.
- Escalate concerns to the appropriate team member, using provider and/or nursing escalation.
- Work to clarify the goals of care with the multidisciplinary care team.
- Advocate for the needs of my patients.



I BELIEVE PATIENT- AND FAMILY-CENTERED CARE MAKE UP OUR CORE ELEMENT.

I show my belief in patient- and family-centered care by:

- Engaging the patient and their partners in developing their goals of care.
- Participating in multidisciplinary rounds, which include the patient and their partners in care, by using collaborative communication.
- Carefully listening in order to understand our patients and their needs.
- Using hourly rounding to make sure our patients are safe and have what they need.
- Involving our patients and their partners in care in the patient safety handoff process.
- Ensuring the prevention of harm by monitoring nursing-sensitive indicators and adhering to evidence-based bundles.
- Using the teach-back education method to be sure our patients feel confident in caring for themselves.
- Being respectful of a diverse patient population.
- Using health literacy principles to support patient understanding.

I AM ACCOUNTABLE FOR DECISIONS AND ACTIONS.

I own my nursing practice by:

- Holding myself and my colleagues accountable for the improvement of patient outcomes.
- Encouraging participation in nursing professional governance.
- Using quality outcomes data to improve the care of our patients.

I AM INSPIRED TO LEARN, INNOVATE AND EXCEL.

I learn, innovate and excel when I:

- Interact and develop a therapeutic relationship with my patients and their partners in care.
- Achieve and maintain a national certification.
- Achieve and maintain a nursing professional advancement level.
- Join/maintain membership in a professional organization.
- Pursue an advanced degree.
- Participate in community initiatives.
- Precept new nurses and nursing students.
- Attend a conference related to my clinical interest.
- Submit/conduct a poster presentation or podium presentation.



PROVIDING SAFE PATIENT CARE

Provide safe patient care by using the latest nursing evidence, promoting autonomous practice, and using quality data to prevent hospital-acquired conditions and improve patient outcomes.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

Provide more value
Strive to be a high-value, performance-driven organization

MAGNET ALIGNMENT:

Exemplary professional practice

NURSING PRACTICE:

Reliable delivery of evidence-based, safe nursing care

NURSING COMMITMENTS

- I will always keep our patients at the center of everything I do.
- I will accept accountability for my nursing practice.
- I will actively incorporate best practice into my daily work based on evidence and quality data.
- I will actively participate in the Wildcard process.
- I will provide feedback to my colleagues when there is a deviation from our standard of care.
- I will accept constructive feedback from my colleagues when I deviate from our standard of care.
- I will ensure a safe environment of care and the delivery of excellent nursing practice for my patients.
- I will actively participate in affinity groups.
- I will actively participate in safe patient handoff for each shift.

NURSE LEADER COMMITMENTS

- I will ensure staff have the information, data, supplies and resources to provide the evidence-based standard of care.
- I will actively promote an environment of safety for our patients and our staff.
- I will ensure our Wildcard process provides the support needed for our staff to deliver quality care.
- I will participate in affinity groups as indicated by outcomes in my areas of responsibility.
- I will routinely review and communicate quality data for my areas of responsibility.
- Nursing senior leadership and director levels will partner with the University of Kentucky College of Nursing to support new nursing education that drives safe, quality, and evidence-based patient care.

OUTCOMES

- Continued alignment with the affinity groups, incorporating dyad leaders and key stakeholders to drive performance indicators at the health system and local levels.
- Greater than or equal to 90% compliance with Wildcard care bundles for all areas where Wildcards are implemented.
- Achievement of health system goals and benchmarked performance on key performance indicators to include, but not limited to, catheter-associated urinary tract infections, central line-associated blood stream infections, hospital-acquired pressure injury, falls, methicillin-resistant staphylococcus aureus (MRSA), severe hypoglycemia, and colon surgical-site infection.
- Continue biannual patient safety education and reporting through our biannual nursing practice review, with a focus on providing leadership and staff outcomes on patient safety.
- Partner with information technology to investigate predictive modeling and a proactive approach to patient harm reduction.
- Continue partnership with the Patient and Family Advisory Councils as safe care stakeholders.
- Partner with the health system Nursing Practice Council to define priorities, review outcomes, and align patient care needs.

TEAM

Team Leads: Nina Barnes, Kim Blanton, and Sarah Lester

Team Members: Julie Blackburn, Jill Blake, Lisa Butcher, Kathy Isaacs, Sherry Rosenacker, Alicia Carpenter, Becky Dotson, Beth Bonnet, Amanda Green, Paula Halcomb, Cibina Harris, Rachel Howard, Leah Perkins, Kay Roberts, Lisa Thornsberry, Dee Sawyer, Alissa Saas, Stephanie Durbin, Justina Powell, Julie Hudson, Tricia Kellenbarger, members of the health system Nursing Practice Council

Executive Sponsor: Lacey Buckler



DELIVERING AN OUTSTANDING PATIENT EXPERIENCE

Empower nursing to create a patient- and family-centered care environment where everyone feels valued and respected aligning with UK HealthCare values and Magnet guiding principles to engage patients and families so they are confident in their care.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

Provide more value
Strive to be a high-value, performance-driven organization

MAGNET ALIGNMENT:

Exemplary professional practice

NURSING PRACTICE:

- Therapeutic engagement with the patient and family
- View the patient as a whole person, respecting the differences among people
- Develop, document, and individualize care and goals based on patient and family needs and expectations

NURSING COMMITMENTS

- I will treat all patients and families with respect and compassion.
- I will focus on exceeding the expectations of my patients and their families.
- I will engage the patient and their family to develop their unique goals of care.
- I will carefully listen to my patients and their families so I can understand their needs.
- I will use appropriate teaching methods to educate my patients and their families.
- I will leverage enhanced health information technology to standardize individualized patient and family communication and education.
- I will commit to hourly rounding on my patient(s), using AIDET, and safe patient handoffs.

NURSE LEADER COMMITMENTS

- I will demonstrate foundations of service excellence.
- I will collaborate with team members to prevent and find resolution to service failures.
- I will address patient experience in each daily huddle, staff meeting, and weekly/monthly notes to staff.
- I will recognize staff when they excel in providing an outstanding patient experience.
- I will work collaboratively with the Office of Patient Experience to understand survey metrics and comments.
- I will work to foster a Healthy Work Environment that supports the care team in producing outstanding clinical, service and patient outcomes.
- I will collaborate with Patient and Family Advisory Councils (PFAC) to improve and enhance patient experience.

OUTCOMES

- Partner with UK HealthCare health system quality leadership for effective health system goal alignment.
- Improvement in the following metrics:
 - How well the nurse/assistant listened to the patient (Medical Practice Survey)
 - Concern the nurse/assistant showed for the patient's problem (Medical Practice Survey)
 - How well staff worked together to care for the patient (Medical Practice Survey & Outpatient Services Survey)
 - Friendliness/courtesy of the staff who provided the patient's test or treatment (Outpatient Services Survey)
 - Response to concerns/complaints made during the patient's visit (Outpatient Services Survey)
 - Communication with nurses - Domain (HCAHPS)
 - Care transitions – Domain (Hospital Consumer Assessment of Healthcare Providers and Systems)
 - Responsiveness – Domain (HCAHPS)

TEAM

Team Lead: Anita Taylor

Team Members: Sarah (Alex) Smith, Rebecca Quillen, Barbara Latham, Sherry Griggs, Kathy Bachman, Mary Perkins, Tammy Lloyd, Donna Lane, Korrine Callihan, Alissa Saas, Rebecca Garvin, Angie Lang, Leah Perkins, Lisa Thornsberry, Sydney Sims, Laura Williams, Kathleen Hester, Sarah Lester, Rebecca Hamilton, Tanna McKinney, Amberlee Fay

Executive Sponsor: Patty Hughes



BEHAVIORAL HEALTH

Provide evidence-based nursing care in behavioral health and substance use disorder while maintaining a safe environment for patients, visitors and staff.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

Provide More Value
Advance Care Strategically

MAGNET ALIGNMENT:

Exemplary professional practice

NURSING PRACTICE:

Reliable delivery of evidence-based, safe nursing care

NURSING COMMITMENTS

- I will accept accountability for my nursing practice.
- I will complete suicide screenings for all patients upon admission and at designated intervals.
- I will increase the usage of integrative medicine modalities for my patients.
- I will utilize restraints as a last resort.
- I will consult the behavioral health specialist and other resources for guidance in managing patients' behavior and behavioral health diagnoses.
- I will complete training to better understand personal bias towards patients with substance use disorder and behavioral health needs.
- I will support patients' participation in group therapy and recovery activities.
- I will support my own mental health and seek help as needed to ensure health and well-being.

NURSING LEADER COMMITMENTS

- I will ensure that staff have access to continuing education in evidence-based care for the behavioral health and substance use disorder populations.
- I will actively promote an environment of safety for our patients and our staff.
- I will promote efficiency in throughput, placing patients in the appropriate setting.
- I will support the work of the Zero Suicide Council to maintain safe patient outcomes.
- I will continue to evaluate care models to support staff and safe patient care, such as the Behavioral Emergency Response Team, evidence-based aggression predictor tools and the availability of crisis prevention training.
- I will promote trauma-informed care by including patient safety technicians and behavioral health specialists at the point of care.
- I will promote collaboration with the addiction medicine consult service.

OUTCOMES

- Decreased patient days outside of the behavioral health unit.
- Decrease in 72-hour holds outside of the behavioral health unit.
- Decrease in staff assaults.
- Overall reduction in restraint usage.

TEAM

Team Lead: Amanda Lykins
Team Members: Karen Gaible-Carroll, Tanna McKinney, Megan Walden, Ashley Baker, Christine Broughton, Caroline Bowman and Erin Morris
Executive Sponsor: Marc Woods



Photo taken prior to COVID-19

SUPPORTING DIVERSITY, EQUITY, AND INCLUSION

Focus on issues and support of valuing diversity, equity and inclusion as they relate to the provision of care to our patients and their families, as well as to our workforce.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

- Build our culture
- Deliberately develop a DIReCT, values-based culture

MAGNET ALIGNMENT:

- Exemplary strategic professional practice

NURSING COMMITMENTS

- I am committed to providing culturally sensitive care to all patients.
- I am committed to ensuring staff from all backgrounds have equal opportunities for development and promotion.
- I commit to report any incidents of bias toward patients and employees.
- I will assess the language preference of patients on admission and ensure they receive appropriate interpreter assistance when needed.
- I will respect and embrace a diverse team.
- I will consistently conduct inclusive conversations; and, I will intervene as needed if discussions are inappropriate by holding peers accountable for consistently demonstrating our values (DIReCT) in actions and communications.

NURSE LEADER COMMITMENTS

- I will practice inclusive leadership and respect team members from all backgrounds.
- I will respect and embrace a diverse team.
- I will partner with the College of Nursing on initiatives that promote and positively impact recruitment of underrepresented students to the UK HealthCare Nursing Department.
- I will participate in the facilitated journal club related to micromessaging and microaggression.
- I will conduct inclusive conversations and intervene as needed when discussions are inappropriate.
- I will hold myself and staff accountable for consistently demonstrating our values (DIReCT) in actions and communication.
- I will support and promote crucial conversations focused on systemic racism.
- I will provide staff with scheduled time to complete cultural competence training and/or educational sessions.

OUTCOMES

- Employee engagement survey question Diversity Module - improvement in numbers.

QUESTION	DOMAIN	SCORE
This organization values employees from different backgrounds.	Organization	4.27
This organization demonstrates a commitment to workforce diversity.	Organization	4.25
All employees have an equal opportunity for promotion regardless of their background.	Organization	4.00
My co-workers value individuals with different backgrounds.	Employee	4.22
The person I report to treats all employees equally regardless of their background.	Manager	4.30

- Establish standard work for patient discharge education for people of color.

TEAM

Team Lead: Tukea Talbert
Team Members: Nina Barnes, Lisa Thornsberry, Patti Howard, Matt Proud, Rhonda Yocum Saulsberry, Graig Casada, Khay Douangdara, Jamie Kyle
Executive Sponsor: Brandy Mathews



PROMOTING A CULTURE OF SAFETY IN OUR ENVIRONMENT

We will work to ensure a healthy work and healing environment that is free from inappropriate, disruptive behavior that could hinder delivery of safe, quality patient care.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:
Intentionally recruit, develop and retain expertise and talent

MAGNET ALIGNMENT:
Exemplary professional practice

- NURSING PRACTICE:**
- Continue to foster an interdisciplinary approach to enhancing safety practices within the UK HealthCare health system clinical environments
 - An ongoing commitment for event response when team members experience threats, perceived threats, and harm
 - Ensure all staff are adequately trained in recognition, response, and intervention (where appropriate)

NURSING COMMITMENTS

- I will report any and all workplace safety concerns.
- I will escalate the issue if I do not feel that my concerns are being adequately addressed.
- I will follow all policies and procedures put in place to support a safe environment:
 - I will wear my ID badge.
 - I will not leave doors unsecured.
 - I will follow the visitation guidelines.
 - I will follow policy to identify safety risks and utilize health system resources to support my safety. These include, but are not limited to, door signage, ticket-to-ride, electronic health record banner, and other safe patient-handling tools.
 - I will engage and involve the University of Kentucky Police Department and/or UK HealthCare Security when safety concerns occur.

NURSE LEADER COMMITMENTS

- I am committed and will support all employees with workplace safety concerns.
- I will work proactively with my team to address all safety concerns.
- I will escalate situations that I am having difficulty resolving.
- I will foster appropriate crisis prevention and intervention education strategies for my service line/area.
- I will utilize the post-assault checklist for all events.
- Partner with the University of Kentucky College of Nursing to share feedback and education strategies to support workplace safety education.

OUTCOMES

- Enhancing UK HealthCare education and communication around workplace safety.
- As part of the “Your Safety Matters” campaign, partner to implement signage across the organization that supports workplace safety.
- Partner with information technology to investigate predictive modeling and a proactive approach to workplace safety prevention tactics.
- Determine optimal de-escalation training options for staff to include roll-out planning.
- Violence parameter launched within the EHR to alert clinical caregivers of real or potential patient violence.
- Improvement in the following metrics:
 - The safety culture index as referenced by the UK HealthCare health system goals. This includes, but is not limited to, metrics around ‘this organization cares about employee safety,’ ‘I feel free to raise workplace concerns,’ and ‘employees and managers work together to ensure the safest possible working conditions.’
 - There will be an increase in the number of SI reports submitted related to assaults that include incorporation of the post-assault checklist.

TEAM

Team Leads: Patti Howard and Cecilia Yeary
Team Members: Erin Morris, Sharon Berry, Sarah Lester, Amanda Lykins, Trish Estes, Becca Charles, Jamie Cross, Karen Gaible-Carroll, Anita Taylor, Maria Reynolds, Wendy Gravitt, Amber Napier, Tabitha Humphrey, Paul Grant, Matt Proud, Ben Hughes, Wendy Gravitt, Cecilia Riddle, Saghi Tasori Partovi, Jennifer Rose, Margaret Pisacano, Asha Sheno, Anthony Gazzaroli, Hiro Kato, Rob Johnson, Patricia Riskamm, Melissa Shoemaker, Angie Lang, Kathy Isaacs, Amber Dailey, Gloria Okorley
Executive Sponsor: Brandy Mathews



FOSTERING NURSING ENGAGEMENT

Continue to improve nursing engagement by maintaining a strong emphasis on the correlation between employee engagement and a healthy work environment.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

Build our culture
Deliberately develop a DIReCT, values-based culture

MAGNET ALIGNMENT:

Transformational leadership, exemplary professional practice

NURSING PRACTICE:

- Promote effective collaboration between work units
- Emphasize the importance of leader engagement in the employee experience
- Partner with the workplace safety team to bring forward concerns and thoughts for improvement
- Integrate the healthy work environment education into nursing new employee orientation
- Cultivate resiliency practices across the UK HealthCare health system

NURSING COMMITMENTS

- I will respect the individuality and diversity of all UK HealthCare team members.
- I will recognize and understand the healthy work environment standards and support adoption of each on my work unit.
- I will personify the Living DIReCT (Diversity, Innovation, Respect, Compassion, Teamwork) values during all interactions.

NURSE LEADER COMMITMENTS

- I will support the efforts of the health system collaborative council.
- I will work with my team and supervisor to develop action plans to address engagement priorities.
- I will adopt and practice activities designed to enhance personal resilience in the workplace.

OUTCOMES

- Will partner with the Office of Patient Experience to evaluate the engagement survey resilience question module and develop education and action planning to support metric evaluation and results improvement.
- Improvement in the following metrics on the employee engagement survey:
 - Different work units work well together.
 - I am able to disconnect from work during my free time.
- Knowledge of the healthy work environment standards as measured by formal and informal assessments.
- Partner with the Diversity, Equity and Inclusion Council to impact action items around the employee engagement diversity module questions.

TEAM

Team Leads: Matt Proud and Ben Hughes
Team Members: Lisa Fryman, Jodi Kabel, Lois Lewis, Jessica Porter, Justina Powell, Crystal Gabbard, Lola Thomason, Jan Coyle, Jane Lawson
Executive Sponsor: Brandy Mathews



GUIDING THE DIRECTION OF PROFESSIONAL NURSING

Outline our direction as the profession of nursing at UK HealthCare, including maximizing collegiality among disciplines and continued professional development to ensure the provision of the very best care for our patients.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

Invest in our people
Intentionally recruit, develop and retain expertise and talent

MAGNET ALIGNMENT:

Exemplary strategic professional practice

NURSING PRACTICE:

- Commit to a culture of continued professional development and autonomy in nursing practice
- Be knowledgeable about membership in the profession of nursing at UK HealthCare
- Actively develop others through precepting, mentoring and role-modeling
- Always communicate in a respectful, inclusive manner
- Promote a culture of governance
- Maintain Magnet designation
- Continue growth toward a predominately BSN-prepared nursing workforce

NURSING COMMITMENTS

- I will commit to my own professional development, including joining a council, advancing my degree, achieving a national certification, serving as a super user for new initiatives, and/or presenting at national conferences.
- I will model what it means to be a member of the nursing profession at UK HealthCare.
- I will participate in mentoring and precepting students and staff.
- I will communicate in a respectful, inclusive manner.
- I will contribute to a culture of excellence and support our Magnet designation.

NURSE LEADER COMMITMENTS

- I will commit to my own professional development, including advancing my degree, achieving a national certification, and/or presenting at national conferences.
- I will model what it means to be a member of the nursing profession at UK HealthCare.
- I will model mentoring and precepting students and staff.
- I will model how to communicate in a respectful, inclusive manner.
- I will contribute to a culture of excellence and support our Magnet designation.
- I will support and grow our governance structure.
- I will support achieving a predominantly BSN-prepared workforce.
- I will partner with the University of Kentucky College of Nursing to provide feedback around clinical environment preparedness and support for mutually defined workforce planning goals.

OUTCOMES

- Achieve a 0.25% or higher increase in UK HealthCare registered nurses that currently hold a certification in fiscal year 2021.

FY19 GOAL	ACHIEVED	FY20 GOAL	ACHIEVED
34.3%	37.4%	37.9%	35.3%

- Achieve a 0.25% or higher increase in UK HealthCare RNs with a Bachelor of Science in Nursing degree or higher – to include BSN, Master of Science in Nursing, Doctorate of Nursing Practice and Doctor of Philosophy – in FY21.

FY19 GOAL	ACHIEVED	FY20 GOAL	ACHIEVED
73.5%	74%	74.25%	76%

- Continued achievement with certifications.
 - Utilize Nursing Professional Advancement (NPA) to guide/support attainment.
- Continued enhancements to the Leaders in Training (LIT) and Patient Care Manager (PCM) development programs to support attainment.
- BSN percentage
- Preceptor development to support continued BSN workforce growth
- Extended the Student Nurse Apprentice Program (SNAP) to support degree completion/practice readiness
- Continued enhancement toward Residency credits
- Advancing nurse scientist roles

TEAM

Team Lead: Becky Garvin
Team Members: Graig Casada, Sarah Lester, Sue Strup, Janine Lindgreen, Elaine Smith, Brittany Sandlin
Executive Sponsor: Kathy Isaacs



SUPPORTING GROWTH IN COMPLEX CARE

Optimize UK HealthCare health system capacity management through an evidence-based, patient-centric approach to patient movement along the care continuum.

UK HEALTHCARE 2025 STRATEGIC PLAN ALIGNMENT:

Advance care strategically
Strategically develop in high-impact areas

Create a healthier community
Advance the health of our campus, community and Commonwealth

MAGNET ALIGNMENT:

Exemplary professional practice

OUR COMMITMENTS

- Optimize placement needs for all transfer requests and smooth transition of ambulatory admissions.
 - Identify patients whose care can be provided at an alternate level of care, outpatient setting or ambulatory setting (align level of care with appropriate setting).
 - Development of system networks across the UK HealthCare health system ensuring access to all levels and settings of care from ambulatory to inpatient services – right patient, right level of care (including patients transferring for inpatient specialized care).
- Growth of Good Samaritan Hospital.
 - Increasing the acuity of the intensive care unit.
 - Expansion of services to support growth.
- Telemedicine utilization throughout the health system and community health care facilities.
 - eCAT ICU.
 - e-consults.
- Optimize patient throughput and placement across the health system.
 - Development of predictive modeling for service lines and the procedural areas.
 - Health system/interdisciplinary approach to capacity management.
 - Capacity Management Protocol.

NURSING COMMITMENTS

- I will engage nursing leadership in planning for anticipated patient procedural and transfer admissions.
- I will prepare patients for discharge and utilize the UK HealthCare tools that support timely discharge planning.
- I will take a proactive approach to “pulling my patients up” that further supports throughput through timely reporting to accepting unit and ensuring the accepting unit is ready by time of arrival.
- I will engage in expected patient admissions, throughput tactics, timely reporting and input on staffing model to care for patient acuity.

NURSE LEADER COMMITMENTS

- I will employ customized teletracking/information technology monthly reports per unit to measure unit-based throughput. Utilize data to identify opportunities to improve unit-based initiatives.
- I will meet established, appropriate and timely transfer of patients into UK HealthCare.
- I will support growth of the ambulatory, outpatient, eCAT ICU, behavioral health, and teleconferencing services.
- I will take a proactive approach to support patients being at the appropriate level of care.
- I will support a flexible staffing model.
- I will emphasize and remove barriers that support UK HealthCare’s “discharge before noon” efforts.
- I will partner with the nursing engagement team to meet staffing needs and priorities.

OUTCOMES

- Improvement in the following metrics:
 - Increase in the volume of targeted postprocedural patients.
 - Average daily census vs. percentage occupied (exclude/separate the behavioral health census).
 - Trend transfer time using established data.
 - Monitor labor costs.
 - Emergency department decision to admission/departure.
 - Productivity through our health system goal reporting.
 - Service line volumes in targeted areas.

TEAM

Team Lead: Meredith Rice
Team Members: Doreen Yanssens, Teresa Bell, Dr. Chuck Sargent, Samantha Quaine, Julie Hudson, Jon Shouldis
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