UC DAVIS HEALTH | **MEDICAL CENTER**

2021 – 2025

Nursing Strategic Plan

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.

LOVE	COMPASSION	COURAGE	INTEGRITY
VALUES: HOW WE SHOW UP Extraordinary Love, Compassion, Courage, Integrity, in Every Situation			
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.	We provide empathetic and compassionate care of ourselves and others through attunement, wondering, following and holding, maintaining dignity and value while developing human relationships.	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.	We work to make decisions and meet challenges with integrity, working together to resolve issues and maintain trustworthiness, goodness, decency, honor, and respect.

BEST PEOPLE & PRACTICE ENVIRONMENT	BEST PATIENT EXPERIENCE	BEST QUALITY	BEST FINANCIAL STEWARDSHIP
4 B'S (STRATEGIC OBJECTIVES): HOW WE DO IT			
Our work and practice environment attracts & retains the best people	We deliver exceptional, patient centered care with each patient interaction	We have exceptional clinical and performance outcomes	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.

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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, ED, and peri-op across PCS Councils and Committees

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

- Explore continued development of professional governance

- 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

- Advance nursing staff understanding and application of our selected EBP Model

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:

  - My ideas and suggestions are seriously considered
  - I am involved in decisions that affect my work
  - I have the opportunity to influence nursing practice in this organization

FOCUS

Focus on issues and support of valuing diversity, equity, and inclusion as integral to the care to our colleagues, patients and their families.

Tactics

- Promote professional development in the areas of diversity, equity, and inclusion (DEI)

- Identify, attract and retain a diverse staff

- Improve the provision of care to diverse and underrepresented patient populations

- Implement an initiative to improve care among underrepresented patient populations (race, ethnicity, limited English proficiency, mental/physical disability)

- Maintain HRC Healthcare Equity Index (HEI)

- Raise awareness and understanding 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 to develop content

- 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 matches that of California and the local Sacramento region

- HEI Award

- Metrics related to DEI initiatives

- 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

- Improve employee engagement relevant to inclusion:

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

Best People & Practice Environment

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.

Tactics

- DAISY Awards

- Josie King Hero Awards

- Patient Safety Awards

- BEST Program

- Nurses Week Programming

- Advanced Practice Provider (APP) Recognition Week Programming

- Diversity Awards

- Specialty Certification Day recognition

- Thank Goodness for Staff Awards

- Good Catch Awards

- *UCD Nurse* Quarterly Newsletter

- *UCD Nurse* Annual Report

- *Advance Practice News*

- Celebrate top-scoring project abstracts at Nursing Science and Professional Governance Conference

- Always Nurse

Outcomes

- DAISY Awards
    - Staff awarded 2/month
    - Team Award annually
    - Nurse Leader Award annually
    - Patient Safety Award annually

- Josie King Hero Awards
    - Team awarded annually
    - Individual awarded monthly

- 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 awarded

- Preceptor award

- Awards, recognitions, accomplishments shared through social media platforms

Best People & Practice Environment

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2021 – 2025 Nursing Strategic Plan

Best Patient Experience

*We deliver exceptional, patient centered care
with each patient interaction*

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 the plan of care

- Sustain NPC All Here Day

- Enhance role of patients and families in decision making

- Promote leader rounding with staff and patients

- Design environments that promote a joyful patient-centered aesthetic

- Host patients and/or families to share their experience at department meetings

- Promote Complimentary Therapy Programs

- Involve patients and families in

    o Care delivery design and evaluation
    o Evidence-Based Practice (EBP)
    o Research
    o Innovation

Outcomes

- Bedside handoff is sustained

- Improve employee engagement outcomes relevant to Fundamentals of Quality Nursing Care:

    o My work unit demonstrates a commitment to patient and family centered care

- Improve patient experience relevant to

    o Communication with Nurses
    o Quietness of Hospital Environment
    o Hospital Cleanliness

- Patients and/or families are hosted annually to share their experience at department meetings

- Patient and families are involved in specific PCS and unit activities regarding planning, design and evaluation

- Implement complementary therapy programs

Best Patient Experience

FOCUS

Maximize continued professional development and collaboration among disciplines.

Tactics

- Socialize the value of national certification

- Preferentially hire nurses with BSN or higher educational preparation

- Hire APPs with national board certification aligned with clinical practice

- Socialize resources for nurses who have not yet attained a BSN or higher educational preparation

- Develop leadership capacity at all levels

- Engage staff in competency management design process

- Strive for PTAP accreditation for APP Fellowship program

- Enrich collegial relationships to advance strategic priorities

- Continue to build nurse-provider relationships through multidisciplinary work

- Empower all team members to communicate and collaborate with the healthcare team

- Leverage peer to peer review to ensure our APPs meet the standards for safe and quality care

Outcomes

- Increased percentage of eligible nursing staff with specialty certifications

- Percentage of BSN-prepared RNs maintained at or above 90%

- Leadership capacity developed in collaboration with Learning and Development via ongoing offerings

- Competency management program implemented based on Donna Wright's model

- Practice Transition Accreditation Program for APP Fellowship programs is obtained

- Achieved 90% completion rate for Relational Insights peer feedback tool

- Achieved 95% completion of OPPE for APPs

- Maintained 100% national board certification for all APPs

- Pipeline of qualified APPs in specialty settings established

- Review of advanced practice grand rounds evaluations

- EBP standards and research integrated into practice

- Team-generated EBP projects and collaboration

- Advancement of Support-U program

- Units engaged in disaster preparedness

Best Patient Experience

Continued

Tactics

- Enhance communication strategies

- Advance system-wide EBP and research

- Expand the footprint of advanced practice fellowships to support recruitment of a diverse APP workforce

- 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.

Tactics

- Extend nursing and quality expertise throughout affiliate networks and beyond

- Engage in professional organizations to network and collaborate with external partners

- Engage with community partners to build trust and love

Outcomes

- Increased number of nursing and advanced practice relationships with external agencies

- Participation in collaborative activities

- Advancement of existing relationships and creation of new relationships with community partners

- Outreach and education to affiliate organizations provided

Best Patient Experience

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Best Quality

We have exceptional clinical and performance outcomes

FOCUS

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

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

    o Leverage and implement tools and resources
    o Establish BEST Team

Outcomes

- Increase number of staff who have taken

    o See Me As A Person®
    o Reigniting the Spirit of Caring®
    o Leading an Empowered Organization®

- 90% of staff have completed their RI 360 each year

- Incidents related to incivility are addressed with the *Tactics* in mind

- Maintained safety huddle & QI Gemba rounds participation

- Sustained participation in QI processes

- Continued engagement in patient and staff safety

    o Unit-based activity highlighting Patient Safety Awareness Week
    o Safe patient handling
    o Decrease in staff injury (workplace violence, safe patient handling, exposures, etc.)
    o Violence risk stratification and care planning present on all patients with identified risks
    o BEST Team Implemented

- Decreased/sustained level of turnover

- Improved employee engagement relevant to exemplary professional practice:

    o Patient safety is a priority in this organization
    o This organization makes every effort to deliver safe, error-free care to patients
    o We are actively doing things to improve patient safety
    o In my work unit, we discuss ways to prevent errors from happening again
    o The organization cares about quality improvement
    o The organization cares about employee safety
    o I can report patient safety mistakes without fear of punishment
    o I see every patient/client as an individual person with specific needs
    o I care for all patients equally even when it is difficult
    o The work I do makes a real difference

Best Quality

FOCUS

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

Tactics

- Leverage substance use navigator (SUN) program to facilitate care transitions for the patient experiencing substance use

- 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

- Embed awareness of and integration into the entire care continuum:

    o Hospice and palliative care program
    o Homelessness services and poverty awareness

- Advance system-wide evidenced based practices; to include leveraging clincal nurse specialists in education design and supporting inquiry

- Deploy advanced practice programs

    o Transitions of care program for patients advancing to the next level of care
    o In conjunction with AIM nursing to facilitate timely and safe transition home to those requiring antimicrobial treatment
    o Integrate the acute pain service advanced practice team to optimize pain control

Outcomes

- Increase patient participation in substance use navigator program

- Reduction in overall LOS

- Increase in Palliative Care and Hospice service utilization

- Reduction in overall 30-day readmission

- Reduction in overall mortality

- ANCC course planning consistently integrates all required metrics

- Improve employee engagement relevant to fundamentals of quality nursing care:

    o My work unit uses evidence-based practice in providing patient care
    o I am involved in quality improvement activities

Best Quality

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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 practice.

Tactics

- Utilize data to
  - Optimize patient outcomes at POC
  - Provide real-time nursing sensitive indicators (NSI) and safety metrics data to guide evidence-based care
  - Optimize medication safety
  - Inform rounding tools and reports

- Develop unit scorecards prototype to be utilized and interpreted by all nurses

- Deploy Epic features including
  - EMR ordersets to support safe provider prescribing practice
  - Dashboards to inform patient throughput
  - Predictive algorithm models

- Leverage novel and existing evidence resources

- In addition to local data, intentionally integrate evidence in the literature to inform evidence-based care

- Integrate evidence into resources at the point of care

Outcomes

- Redesignation of Magnet Recognition 2022-2023

- 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 into all projects
  - NGRP/RNL
  - EBP Fellowship
  - UBPC
  - Clinical ladder

- Leadership development, along with mentoring and succession planning resources are available for nurses at all levels

- Policy and evidence resources integrated into Epic flowsheet rows

- UC Davis Health-specific resources integrated into related Elsevier resources

- Relevant Elsevier resources integrated into clinical policies

Best Quality

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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 and ambulatory 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

- Integrate and advance capacity management system

- Deploy innovations that demonstrate a positive cost-value equation

- Prioritize capture of APP-performed reimbursable services among stakeholders

- Provide dedicated provider (physician and APP) education to optimize the capture of APP-performed reimbursable services

- Multi-disciplinary rounds

- Weekly PT Throughput meetings

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 identify opportunities to improve unit-based initiatives
    - Decrease the number of boarding patients in the Emergency Department

- Increase tertiary & quaterinary 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

- Increase the percentage of patients discharged by 2pm

- Improved Expected Dischage Date conversion

- Improved repatriation – focusing on returning patients to their communities when medically stable

- APP-performed reimbursable services
    - Promote transparency using a summary dashbbaord to evlautae revenue generating work 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

Best Financial Performance

FOCUS

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

Tactics

- Engagement with the sustainability committee

- Pilot a supply ambassador in key areas across the organization

- Follow sustainable procurement guidelines

- Unit level supply reduction use

Outcomes

- Nursing integrates supply waste strategies into workflow

- Reduction in solid waste and single use plastics to landfills and incineration

- Increase the number of reprocessed products for clinical use

- Increase reprocessed device utilization

- Increase conversion rate of products reprocessed for waste diversion

Best Financial Performance

FOCUS

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 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 Healing Arts program

- Increase staff awareness of ways of giving

Best Financial Performance