

CATAWBA VALLEY MEDICAL CENTER DYNAMIC NURSING STRATEGIC PLAN

Values -- what we believe is right and important

| THE SCIENCE OF NURSING | THE ART OF NURSING | THE PATIENT PERSPECTIVE |
|---|--|---|
| <ul style="list-style-type: none"> • Evidence Based Practice • Research • Performance Improvement Data • Practice Standards • Collegiality • Collaboration • Just Culture • Nursing Peer Review | <ul style="list-style-type: none"> • Responsibility • Autonomy • Knowledge • Skills • Competence • Experience • Ethical Practice • Caring • Positive Attitudes • Sensitivity • Professional Development | <ul style="list-style-type: none"> • Holistic Care • Life Experiences • Diversity • Cultural Care |

Vision -- what we want to be

The nursing vision of Catawba Valley Medical Center is to be a role model for the achievement of excellence in professional nursing practice within an acute care setting.

Mission – why we exist

The nursing mission is to support the mission of Catawba Valley Medical Center through the science and art of professional nursing practice while engaging the patient’s person’s perspective.

Goals – what we want to achieve

Nursing’s goal is to balance the four critical strategic drivers – Patients, People, Programs, and Technology & Financial Platforms -- in determining the nursing strategic direction and implementing the nursing strategic plan.

| NURSING’S STRATEGIC GOALS | | | |
|--|---|--|--|
| PATIENTS | PEOPLE | PROGRAMS | TECHNOLGY & FINANCIAL PLATFORMS |
| Provide outstanding nursing care to patients. | Provide an innovative workforce environment resulting in a progressive and engaged nursing workforce. | Initiate and/or participate in local, state, national, and global initiatives aimed at advancing nursing care and/or the nursing profession. | Implement service specific programs aimed at improving efficiency, enhancing revenue, and/or reducing expense. |
| Drive progressive improvement of the patient experience with nursing care. | Drive development and advancement of the nursing profession. | | |

STRATEGIC DRIVER - PATIENTS

CLINICAL NURSING CARE STRATEGY: Provide outstanding nursing care for patients.

GOAL: Implement new and/or improved patient care processes that are evidenced-based

• **Objectives:**

- Develop Med/Psych Services Unit (Billings)
- Evaluate, modify, and implement an improved Falls Prevention Program (Andreu)
- Participate in the Safe Surgery Collaborative (Hardee)
- Provide a comprehensive program to decrease the number of ventilator associated pneumonias (Mace)
- Provide a comprehensive program to decrease the number of catheter-associated urinary tract infections (Mace)
- Provide a comprehensive program to decrease the number of catheter-associated blood stream infections (Mace)
- Participate in the PQCNC Collaborative (Beckman)
- Provide a comprehensive program to decrease the number of hospital acquired pressure ulcers (Andreu)
- Develop and implement a process for care of the bariatric medical patient, including care planning and equipment/supplies needs. Expand and promote the Safe Patient Handling Program (Bumgarner)
- Implement a Wrist-Band Standardization Program (Andreu) **COMPLETED**
- Implement a comprehensive Pain Management Program (Packard)
- Continue to improve the Suicide Prevention Program (Billings)
- Expand Maternal/Fetal Medicine Program and High Risk OB Services (Beckman)
- Revise the Care Delivery Model to enhance the use of expert RNs at the bedside (Beard)
- Complete OR Renovation Project (Hardee) **COMPLETED**
- Complete Pavilion Oncology Project (Bumgarner) **COMPLETED**
- Consider relocating renal services to Oncology Unit (Bumgarner) **COMPLETED**
- Complete Pavilion Birthing Center & Nursery Project (Beckman) **COMPLETED**
- Develop inpatient Palliative Care Services (Beard)
- Develop Palliative Care Services (Tart)

PATIENT EXPERIENCE STRATEGY: Drive progressive improvement of the patient's experience with nursing care.

GOAL: Outperform national comparative benchmarks (Press Ganey) for patient satisfaction with nursing care

- **Objective:** Collect, analyze, communicate, track data and implement improvement strategies to improve patient satisfaction with nursing care
 - Women's and Children's Services (Beckman)
 - Medical Surgical Critical Care Services (Wike)
 - Emergency Department (Scronce)
 - Surgical Services (Hardee)
 - Psychiatry Services (Billings)

STRATEGIC DRIVER - PEOPLE

NURSING WORKFORCE STRATEGY: Provide an innovative workforce environment aimed at achieving a progressive and engaged nursing workforce.

GOAL: Ensure that CVMC provides appropriate compensation for professional nurses.

• **Objectives:**

- Revise CVMC Nurse Registry program (Andreu)
- Complete RN compensation analysis and implement changes if indicated (Beard)
- Develop a proposal for implementing a Holiday Differential (Beard) **COMPLETED**
- Implement new structure for RN "on call" pay (Bumgarner) **COMPLETED**

GOAL: Maintain Magnet designation.

• **Objectives:**

- Complete Magnet Re-Designation Written Application for 2014 (Bumgarner)
- Participate in Magnet Coalition (Bumgarner)
- Engage direct care nurses in the Magnet journey (Bumgarner)
- Participate in NDNQI Clinical Data Collection (Wike)

GOAL: Attract and retain a competent, effective and engaged nursing workforce.

• **Objectives:**

- Develop a 5 year supply and demand analysis for key nursing positions (Beard)
COMPLETED April 2013
- Celebrate Nurse's Week in a way that recognizes CVMC nurses individually (Hardee)
- Explore and implement support for the aging workforce (Hardee)
- Revise CDC responsibilities to increase accountability for nurse retention (Beard)
- Provide support for the diverse nursing workforce (Hardee)
- Outperform national comparatives (NDNQI) for nurse satisfaction (Gaddy)

NURSING PROFESSIONAL DEVELOPMENT STRATEGY: Drive development and advancement of the nursing profession.

GOAL: Implement programs that support transition into practice for graduate nurses.

• **Objectives:**

- Revise the CNIP program to incorporate transition into practice initiatives (Andreu)
- Redesign the Nurse Orientation content outline (Andreu) **COMPLETED**
- Revise STAR Preceptor Program (Andreu) **COMPLETED**

GOAL: Ensure that nurses engage in lifelong learning.

• **Objectives:**

- Revise and promote the PEP program (Andreu)
- Develop and implement Professional Nursing Bylaws (Andreu) **COMPLETED**
- Complete an assessment of the continuing education needs for nurses at all levels/settings (to include direct care and management) and complete a plan for addressing identified needs (Andreu) **COMPLETED**

GOAL: Promote professional nursing practice at all levels of practice and in all settings of the organization.

• **Objectives:**

- Increase number of Bachelor's and Master's degree RNs (Bumgarner)
- Increase number of board certified direct care RNs (Bumgarner)
- Increase number of board certified leadership RNs (Bumgarner)
- Continue to promote Nursing Peer Review program (Andreu)
- Continue to promote IOM 80% BSN by 2020 initiative (Beard)

GOAL: Improve existing and/or introduce new nursing career development structures.

• **Objective:**

- Develop and implement a Nurse Leadership Development Program (Scronce)

STRATEGIC DRIVER - PROGRAMS

NURSING PROGRAMS STRATEGY: Initiate and/or participate in local, state, national, and global initiatives aimed at advancing nursing care and/or the nursing profession.

GOAL: Participate in programs to increase number of BSN nurses for the community.

• **Objective:**

- Participate in RIBN Program (Hardee)

• **GOAL:** Actively participate in SIM Lab future

• **Objective:**

- Develop business plan to manage SIM lab (Andreu)

STRATEGIC DRIVER – TECHNOLOGY AND FINANCIAL PLATFORMS

NURSING FINANCIAL STRATEGY: Implement service specific programs aimed at improving efficiency, enhancing revenue, and/or reducing expense.

GOAL: Increase effectiveness and efficiency in nursing through revenue cycle enhancement and cost savings initiatives.

• **Objectives:**

- Implement Lynx system in the Emergency Department (Scronce) **COMPLETED**
- Manage "3-way contract" beyond 2013 (Billings)
- Manage Medicaid (1915b/c Medicaid Waiver) / LME Merger (Billings)
- Evaluate Secure Care feasibility and relocation project (Associated with Med/Psych project) (Billings) **COMPLETED**
- Implement pre-bill assessment for Surgical Services (Hardee)
- Improve APN billing process (Beckman)
- Explore options for improving efficiency of Nurse Midwifery Services (Beckman)

NURSING TECHNOLOGY STRATEGY: Enhance the infrastructure of for the collection and analysis of multi-disciplinary patient care data to provide support for the improvement of nursing care and patient safety.

GOAL: Implement new and/or improved technology aimed at improving safety.

• **Objectives:**

- Implement bedside medication verification (BMV) (Beard)
- Implement new PCA Pumps with capnography monitoring **COMPLETE**
- Implement Meditech 6.0 nursing modules (Beard)
- Implement Lippincott Nursing Procedure module (Jolly)

Approved by NLC and NPC – December 2011

Updated – December 2012; February 2013; Updated April 2013