

# Roadmap to the Future - Fast Lane

## Nursing Strategic Plan

### Mid-Year Update

February 2016

Dear Nursing Colleague,

We are making significant progress elevating our nursing practice at the Hospital Center, thanks to you.

Over the past four years, you met with your leaders to prioritize our goals as a division. You reviewed and revised the Nursing Strategic Plan, and you have participated in significant numbers on the teams that target those goals.



This solid foundation gives us more momentum every year. As you will see here, we are at the half-way point for FY16 and we have already achieved several goals. We are progressing on all of our objectives and we created new initiatives, including workplace safety, that have had an impact.

What is most remarkable is that we have made so much headway despite many challenges, including a nationwide nurse shortage that exaggerates our cyclical staffing swings. We have devoted considerable time to focusing on core issues like CLABSI reduction as part of our Drive to Zero. The dynamic health care environment of today requires constant adaptations and flexibility.

In such a challenging field, having the foundation you built – our roadmap – keeps our destination in sight.

Thank you for all you do to keep us moving forward.

A handwritten signature in blue ink that reads "Susan".

Susan Eckert, RN, MSN, NEA-BC, CENP  
Senior Vice President and Chief Nurse Executive



MedStar Washington  
Hospital Center



## Roadmap to the Future Nursing Strategic Plan

### 2016 Mid-Year Update - Highlights

The list below is representative of the FY16 strategic goals highlighting the progress that has been made so far this year. The Executive Sponsor for each goal is listed in parenthesis, so if you have any interest in learning more, or in participating in the work of a particular team, just contact the Executive Sponsor.

#### Best Patient Experience

- **Improve communications during transitions of care: implement bedside report (Washington)** Completed unit-based assessments of bedside report at six-month benchmark. Also developed and initiated unit-specific adaptations to support sustainability.
- **Utilize technology to improve patient care and enhance communication with nursing staff (Yitbarek)** Developed and implemented askNED mobile app to alert nurses to education opportunities, provide immediate access to policy portal and direct email contact with nurse educators.
- **Achieve MedStar Health Patient Experience Targets for overall rating, willingness to recommend and responsiveness of staff (Washington)** Planned implementation of Language of Caring training for all nursing associates that will begin in March.
- **Advance the technician role to improve patient care coordination (McGee)** Established new patient care technician sitter policy to enhance the availability of PCTs at the bedside.

#### Market Leadership

- **Participate in the renovation and relocation of nursing units (Bruce)** Relocated eight units to support opening the third floor of the MedStar Heart Hospital, beginning of construction on second floor, and upgrades to units 1E and 3D.
- **Optimize perioperative services work flow for patients and staff (Lewis)** Reduced OR turnover times with improved scheduling and new leadership structure; restructured preop/holding/PACU leadership and work flow to create seamless system.

#### Financial Strength

- **Support initiatives to enhance nurse engagement (Washington)** Added a new nurse educator position to focus on nurse professional development and support; expanded promotion and support for the Clinical Advancement Program; began twice-monthly job interview opportunities for recruiting new Patient Care Technicians.
- **Enhance ambulatory services initiatives developed in FY15 (Yitbarek)** Launched standardized on-boarding and training program for ambulatory nurses.
- **Formalize/enhance DoN collaboration with other select professional disciplines to reduce LOS (McGee)** Opened, and continue to manage and staff second floor Discharge Hospitality Center for discharged patients waiting for rides.

#### Best Place to Work

- **Improve the workplace violence program to address patient/family abuse to care providers (McGee)** Conducted thorough audit of PSE system to capture and quantify workplace violence incidents; created new Workplace Safety committee to develop safety policies and procedures.
- **Increase number of certified RNs by 5% (Donnelly)** Added new certification preparation classes available at the Hospital Center, including Heart Failure and Oncology.
- **Implement phase 3 of the collaborative governance structure (Saale)** Held first Open House recruitment for council members, standardized Council meeting times, created new Quality & Safety Council and established the Coordinating Council to connect, support and utilize all council outcomes.
- **Develop additional float pool options: ambulatory float pools, weekends only, scalable hours/shifts (Saale)** Added bonus for float pool nurses willing to increase their scheduled commitment.

#### Highest Quality and Safety

- **Improve compliance rate for core measures; reduce CAUTI, CLABSI, and C-Diff; improve sepsis care (Donnelly)** Initiated joint executive rounding to address CLABSI awareness; new "Protect the Line" CLABSI awareness campaign; audits performed on all units for C-Diff packets.
- **Improve communications during transitions of care: transport handoff and transitions between departments (Washington)** Launched "Clean to Occupy" initiative to reduce wait times from 101 minutes to 30 minutes for patients moving from the Emergency Department to identified clean beds on inpatient units.
- **Maintain level IV NICHE designation and roll out to two units (McGee)** The hospital has again achieved the NICHE level IV exemplar designation.