

Roadmap to the Future

A Message from Sue Eckert

Dear Nursing Colleagues,



Our *Roadmap to the Future* began in 2012 when – working together – we created a 3-year Strategic Plan for Nursing. The specific strategic goals created for FY2013-FY2015 were drafted by Nursing Leadership and, most importantly, vetted and ultimately endorsed through active feedback sessions with the body of MWHC Nursing. Hundreds of nurses and nursing colleagues have participated in these sessions each year asking important questions and offering great insights and ideas. That input strengthens our plans and assures that the voice of Nursing is heard. This summer, 720 members of the Department of Nursing participated in 61 feedback sessions.

Feedback from front line staff often pushes us to do more – to stretch and challenge each other to achieve more for the patients and their families who trust us to care for them. Each year, our strategic plan helps us get closer to the realization of our Vision for Nursing.

This brochure presents the next leg of our journey over the next three years. Please take a few minutes to review these goals to see how our work together will be guided in the months and years ahead. If you have any questions, any additional ideas, or if you would like to participate in any of the action teams charged with achieving each of the goals, please ask any member of the leadership team.

We are confident that the goals presented here will advance to a new level of excellence in patient care and professional nursing practice. I am appreciative of your individual and collective efforts to support Nursing. Thank you.

Vision for MedStar Washington Hospital Center Nursing
MedStar Washington Hospital Center is nationally recognized as a premier nursing organization, renowned for innovations in achieving superior patient care outcomes and exemplary workforce development.

Sue

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 Senior Vice President and Chief Nurse Executive

2016-2018 Nursing Strategic Direction



MedStar Washington Hospital Center

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FY 2016 - FY 2018 MWHC Nursing Strategic Goals

	Trusted Leader	Caring for People		Advancing Health	
	BEST PATIENT EXPERIENCE	MARKET LEADERSHIP	FINANCIAL STRENGTH	BEST PLACE TO WORK	HIGHEST QUALITY & SAFETY
FY 2016	<ul style="list-style-type: none"> Achieve MedStar Health Patient Experience Targets for: overall rating, willingness to recommend and responsiveness of staff (Washington) Implement phase 2 of family-centered care (McGee) Advance the technician role to improve patient care coordination (McGee) Address the physical infrastructure needs of specialized population(s) (McGee) Optimize leader rounding tool (Yitbarek) Utilize technology to improve patient care and enhance communication with nursing staff (Yitbarek) Improve communications during transitions of care: implement bedside report (Washington/Garner) 	<ul style="list-style-type: none"> Participate in the renovation and relocation of Nursing units with MedStar Heart and Vascular Institute (new AVP) Optimize perioperative services work flow for patients and staff (Lewis) Perform gap analysis and implement tactics to prepare for accreditation for the Nurse Residency Program (NRP) (Donnelly) Develop Perioperative NRP (Donnelly) Achieve designations for Centers of Excellence: Beacon, ENA, Periop, NICU (Donnelly) Nursing community activities to enhance brand (including media presence) (Yitbarek) 	<ul style="list-style-type: none"> Continue collaboration initiatives to decrease LOS by 0.5 days; evaluate and optimize throughput processes (Washington) Enhance productivity monitoring through technology and reporting (Saale) Formalize/enhance DoN collaboration with other select professional disciplines (social work, rehab) to reduce LOS (McGee) Enhance ambulatory services initiatives developed in FY 15 (Yitbarek) Support initiatives to enhance nurse engagement (Washington) <ul style="list-style-type: none"> Achieve a 12.3% RN turnover rate Achieve a 10% PCT turnover rate Improve EEI by 3 points 	<ul style="list-style-type: none"> Improve the workplace violence program to address patient/family abuse to care providers (Garner/McGee) Promote utilization of Center for Excellence in Nursing to advance nursing practice: enhance simulation capability and capacity, add procedural room, create true clinical environments (Donnelly) Complete unit based assessment to address the needs of novice vs. proficient nurses (Garner) Increase number of certified RNs by 5% (Donnelly) Implement phase 3 of collaborative governance structure (Saale) Integrate APRNs into professional practice environment (Washington) Unit clerk orientation and on-going learning program – develop orientation program (Donnelly) Evaluate the nursing leadership academy to support nursing leadership practice and succession planning (Eckert) Increase school collaboration with ancillary nursing schools (GI Techs, Scrub Techs, MAs, SPD Techs) (Donnelly) Create relaxation lounge for caregivers (McGee) Develop additional float pool options: ambulatory float pools, weekends only, scalable hours/shifts (Saale) 	<ul style="list-style-type: none"> Improve compliance rate for core measures; reduce CAUTI, CLABSI and C-Diff; improve sepsis care (Donnelly) Improve communications during transitions of care: transport handoff, transition between departments (Garner) Continue the HRO journey; sustain national MSH benchmark for SSE rate: hardwire HRO. Develop process for an immediate response to safety events (Donnelly) Maintain level V NICHE designation and roll out to 2 units (McGee) Optimize clinical information systems, prepare for MC 3 to improve nursing workflows and patient outcomes (Donnelly) Perform gap analysis: Pathway to Excellence – Magnet (Lewis) Redesign model of care delivery; select theorist (Garner) Achieve baby friendly designation (Yitbarek) Optimize role of Educators: merge UHC educator initiatives with front line leader initiatives (Donnelly)
FY 2017-2018	<ul style="list-style-type: none"> Enhance care transitions – explore use of nurse navigators through evaluation of the care delivery model Support the Office of Patient Experience in changing the culture to one of Above All, Patient First Improve collaboration with select ancillary departments (EVS, Nutrition, Facility) to enhance the patient experience Initiate interdisciplinary projects that improve communication among the health care team and positively influence the patient experience Roll out alternative non-pharmacologic interventions to enhance pain management 	<ul style="list-style-type: none"> Increase national recognition via presentations to highlight MWHC Nursing's work Secure academic partner for MSN/DNP program Nurse Residency Program: Create opportunities for first year medical residents and nursing residents to learn together Achieve NRP accreditation 	<ul style="list-style-type: none"> Develop user friendly automated daily productivity reports for leaders to evaluate the use of nursing resources 	<ul style="list-style-type: none"> Develop succession plan for nursing leaders <ul style="list-style-type: none"> Utilize 360 review process Development of career aspiration statements Implement phase 4 of collaborative governance structure with unit-level shared governance Develop a mentorship program for Nursing leaders Evaluate educational opportunities for experienced RNs: ACLS for MHVI nurses Increase opportunities for non-NRP staff RNs/techs: expand specialty offerings in CEN: periop, NICU, VAD, use of simulation, skills days for MAs/techs, skills days on units Annual Associate needs-assessment for individual and unit planning for education and competency valuation Retention planning: identify and mentor self-driven learners to leadership role Focus on staff engagement to include tech/clerk/MA Improve unit clerk job description, orientation and role expectations Increase use of technology (all RNs to have an iphone as a resource tool, electronic monitors on all units) 	<ul style="list-style-type: none"> Create unit-based safety and quality dashboards for all clinical departments for display on electronic monitors Select and implement the use of 2 complementary alternative therapies to enhance patient outcomes and their experience Implement <i>MedConnect 3</i> Support the transition of Peribirth and ARIA into EMR
FY 2015 Ongoing Monitoring	<ul style="list-style-type: none"> Continue to enhance nurse: physician collaboration; optimize the role of the Medical Director (Saale) Implement MD/RN rounding, integrate patients and families (4NE, SICU, MedOnc in place) Roll into patient experience team (Washington) Optimize the role of the resource RN (Yitbarek) 	<ul style="list-style-type: none"> Optimize neuroscience service line and enhance continuum of care (Garner) 	<ul style="list-style-type: none"> Design and implement two nursing units with an optimal model of care delivery for observation patients (change in CMS definition of observation status requires a check for possible impact to those units) (Garner) Update/refresh all data in the action OI data base (Garner) Participate in initiatives to advance ambulatory services (Yitbarek) 	<ul style="list-style-type: none"> Improve the experience of nursing staff who float to another unit (inclusive of all float pool staff) (Donnelly) Continue development and enhancements to the clinical advancement program (Garner) 	