



# **Nursing Strategic Plan 2018-2020**



## **Mission**

Nursing at Greenwich Hospital exists to provide safe, comprehensive, quality patient and family-centered care. Nurses at Greenwich Hospital are committed to being responsive to dynamic influences that affect the provision of healthcare by developing services that are recognized for quality outcomes, collaboration, competence, caring and cost effectiveness.

## **Vision**

To be recognized for excellence in nursing practice at Greenwich Hospital and within YNHHS. Nursing is committed to the goal of nursing integration and teamwork in the YNHHS.

## LEADERSHIP VISION

Our Senior Vice President of Patient Care Services/CNO demonstrates transformational leadership, as evidenced by her vision for nursing through professional development, promoting education and work-life balance, and through patient initiatives to enhance patient safety and quality. She supports and encourages nurses to embrace the professional governance model. Integrates YNHHS Nursing Care Signature at Greenwich Hospital.

**GH NURSING STRATEGY:** Optimize patient care safety, clinical quality, service and operational performance by achieving, maintaining and communicating best practice performance

<b>OBJECTIVES</b>	<b>ACTION STEPS / METRICS</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<p>I.1.a. Excellent Quality and Safety Best Practices and Standard of Care</p>	<ul style="list-style-type: none"> <li>Promote &amp; Integrate Excellence throughout Nursing Department utilizing a professional governance model.</li> <li>Measure performance utilizing National benchmarks, Metrics.</li> <li>Provide high quality, excellent nursing care consistent with the mission, vision and strategic goals of the hospital, utilizing the nursing process as the framework for nursing professional practice.</li> <li>Maintain national benchmarks for nurse sensitive indicators utilizing evidence based practices.</li> <li>Integrates YNHHS Nursing Care Signature at Greenwich Hospital</li> </ul>	<p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>

**GH NURSING STRATEGY:** Optimize patient care safety, clinical quality, service and operational performance by achieving, maintaining and communicating best practice performance

**OBJECTIVE**

**ACTIONS STEPS / METRICS**

**2018 2019 2020**

*1.1.b. Refine Patient Centered Care Delivery System*

- Maintain the Professional Practice Model for effectiveness related to nurse sensitive indicators and clinical outcomes.
- Assess Professional Practice Model to ensure representation of framework of current nursing practice at YNHHS.
- Participate in YNHHS Nurse Integration committee meetings to standardize practices and documentation.
- Utilize HCAHPs and Press Ganey data to develop action plans to foster a positive perception of care and service. Review of Patient Satisfaction at the unit based councils.
- Monitor, analyze & develop actions plans to improve HCAPS nursing scores.
- Review Patient Satisfaction feedback and outcomes with staff and unit based council.
- Coordinate nursing care across the health continuum.
- Continue and enhance bedside shift report.

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**GH NURSING STRATEGY:** Optimize patient care safety, clinical quality, service and operational performance by achieving, maintaining and communicating best practice performance

**OBJECTIVE**

*1.1.c* Promote Nursing Best Practice in use of technology, Clinical Redesign and clinical growth

**ACTION STEPS / METRICS**

- Continue to evaluate new advancements in technology while maintain high touch.
- Continue interdisciplinary partnership with pharmacy, compliance, quality and other departments as appropriate for the use of technology, i.e., pumps, EMR, cardiac monitoring.
- Integrate cutting edge technology and maintain high touch caring model  
TelePsych  
Neurology  
Tele Monitoring  
Insight-ICU
- *Clinical redesign initiative in Medicine-ACE program, Palliative Care program*
- *Clinical growth: Neurology, Urology, ENT*

**2018 2019 2020**

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**Greenwich Hospital  
Nursing Strategic Plan 2018-2020**

**STRATEGIC  
DIMENSION**

***Provider of Choice***

**GH NURSING STRATEGY: Achieve Magnet Recognition**

**OBJECTIVES**

*II.1.a. Achieve Excellence in Nursing  
Maintain Patient Satisfaction*

**ACTION STEPS / METRICS**

- Promote Work-life balance for the Healthy Nurse, build resiliency
- Develop the Professional Image of Nursing-Standardize Uniforms
- Increase Nurse Engagement-Monthly Tea with Anna
- Engage & support nurses in journey by:  
Promoting nurse identity through magnet motto
- Maintain a work environment that supports nurses, maximizing use of their specialty specific expertise to provide excellence in care.
- Analyze and share data from Safety and Engagement surveys to evaluate and continuously improve safe practice environment.
- Recognize & promote staff engagement in achieving and sustaining excellence.
- Maintain certification > 50%
- Encourage and support nurses to achieve BSN and other degrees (in accordance with “Future of Nursing 2020 IOM report”) by partnering with universities to provide opportunities for degrees in nursing.
- Increase involvement and annual research program when visiting professor comes to Greenwich Hospital.
- Increase nurse attendance by 5% at Evidence Based Practice Course.
- Maintain patient satisfaction scores >80%, private rooms

**2018 2019 2020**

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**GH NURSING STRATEGY: Efficiently manage costs**

<b>OBJECTIVES</b>	<b>ACTION STEPS / METRICS</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<p><i>Iv1.a. Financial Responsibility</i></p>	<ul style="list-style-type: none"> <li>• Examine opportunities to support cost and value efforts. Linen Cost Savings Project.</li> <li>• Commit to improve quality and increase productivity while maintaining fiscal responsibility as measured by appropriate reports ( Analyze Quality Indicators, Productivity Trend Reports and Budget Variance Reports).</li> <li>• Continue to evaluate the staffing model to achieve flexibility to meet patient care needs.</li> <li>• Identify process changes that would result in better patient outcomes and/ significant revenue or expense reduction.</li> <li>• Empower front line direct patient care staff to participate in development and design of new programs.</li> <li>• Evaluate impact of new programs via volume, quality and satisfaction indicators.</li> <li>• Collaborate with all disciplines to reduce LOS and readmission rates. COPD Service Line and system level Heart Failure Initiatives.</li> <li>• Encourage appropriate documentation to facilitate financial reimbursement.</li> <li>• Utilize Patient Education Handouts for Best Practice.</li> <li>• Reduce Pneumonia &amp; COPD readmissions</li> </ul>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>
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