



FY 2022-2023

Nursing Strategic Plan



Michael E. DeBakey VA
Medical Center



A LETTER FROM OUR ASSOCIATE DIRECTOR OF PATIENT CARE SERVICES



Dear colleagues,

One of the most fascinating things about strategizing and planning for the year to come is the unpredictability of what contributions will be made by staff to achieve the plan. It offers an opportunity to generate new creativity and innovation from the bedside nursing staff all the way to the nurse executive in the board room.

Our Strategic Initiatives have always set the course for our organization and clinical directions, thereby, forecasting our targeted outcomes. There is no difference this year, as we plunge ahead with the expectation of exceeding our prescribed standards while raising the bar higher. We are driven by the many national achievements, such as 4th Magnet Designation, Joint Commission Accreditation and 2021 NDNQI Award for Outstanding Nursing Quality® by Press Ganey.

Our overall mission defines our pathway for a successful journey for our veterans and their families. Our Nursing Strategic Plan, aligns with the Michael E. DeBakey VA Medical Center's SAIL Strategic Action Plans and American Nurses Association (ANA) and hard wires clinical excellence throughout our journey as demonstrated and described by great thoughtfulness and critical thinking conveyed by the Tactics and Metrics listed.

On behalf of the nursing shared governance chairs and our leadership team, I invite you to review this publication and become familiar with the 2022 Nursing Strategic Goals for the Michael E. DeBakey VA Medical Center. Thank you for your commitment to our Veterans and nursing excellence.

Sincerely,

A handwritten signature in black ink that reads "Kelly A. Irving". The signature is fluid and cursive.

Kelly A. Irving, MSN, RN

Mission

To fulfill President Lincoln’s promise “To care for him who shall have borne the battle, and for his widow and his orphan by serving and honoring the men and women who are America’s Veterans”.

To provide Veterans the World Class benefits they deserve and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability and stewardship.

Vision

Values

ICARE Values

Integrity

Commitment

Advocacy

Respect

Excellence

MEDVAMC Nursing Shared Governance



Nurses at the Michael E. DeBakey Veterans Affairs Medical Center (MEDVAMC) utilize the Shared Governance Model to define and promote the professional role of the registered nurse. The Shared Governance Model was designed and implemented to support the nurses' accountability and voice in their own practice. To ensure that nurses fulfill their obligation for their practice and continuity of care.

A framework focused on quality of care and patient safety serves as the guiding forces for all activities which spring into action for the MEDVAMC Shared Governance Model decision-making process. This allows active participation of the staff nurses in policy/ procedure and practice decisions, while creating a unique professional environment at the MEDVAMC. Surrounding the framework, staff nurses, Nurse Managers, and Advanced Practice Registered Nurses, serve as Chairs of various governance councils with Care Line Nurse Executives as liaisons. The Associate Director for Patient Care Services (ADPCS) serves as the oversight official for all Councils.

Councils

- Nursing Leadership Council (NLC)
- Nursing Research & Evidence Based Practice Council (NR&EBPC)
- Nurse Managers Council (NMC)
- Clinical Staff Council (CSC)
- Unit-Based Council (UBC)
- Advanced Practice Registered Nurse Council (APRNC)
- Professional Development Council (PDC)
- Informatics Council (IC)
- Recruitment and Retention Council (R&RC)

Nursing Strategic Plan: How It Was Created

In FYQ4 (Jul-Sep), 2021, the chairs of the nurse managers, clinical staff and APRN shared governance councils gathered began to meet with the Associate Director of Patient Care Services and other nurse leaders to discuss the top priorities of professional nursing at the Michael E. DeBakey VA Medical Center (MEDVAMC) for FY 2022- FY 2023. Working together the team identified major goals based on the needs of the various nursing councils, clinical data, educational needs and organizational plans.

The team also reviewed the Michael E. DeBakey VA Medical Center's (MEDVAMC) SAIL Strategic Action Plans and the American Nurses Association's (ANA) 2020-2023 Strategic Plan to ensure strategic alignment. Once finalized, the plans were presented to various leadership groups where they were reviewed and approved for dissemination to all staff.

The following pages will illustrate our Nursing Strategic Plan for FY 2022- FY 2023, presented on three levels. The first level states the broad priorities nursing wishes to address. The second level presents the tactics that will be utilized in achieving the priorities. Lastly, the third level will present what objective metrics we will use to ensure our goals were met.





Nursing Care & Quality

Priority # 1:

Deliver safe and quality patient care by applying the latest evidence, promoting autonomous practice, and using clinical data to prevent adverse events and improve patient outcomes.

MEDVAMC Strategic Alignment

- Inpatient Care
- Behavioral Health

ANA Strategic Alignment

- Enable transformational capabilities through operational excellence

(Tactics) To achieve this goal, we will:

1. Develop and sustain evidence-based interventions to decrease the occurrence of patient safety events and improve nurse sensitive clinical indicators.
2. Improve communication amongst staff by emphasizing shared decision making and transparency.

(Metrics) We know we achieved this because:

1. Outperformance of national benchmarks by greater than 50% of care areas on all nurse sensitive clinical indicators.
2. Outperformance of national benchmarks by greater than 50% of care areas on nurse satisfaction metrics.



Excellence in Care Coordination & Veterans Experience

Priority # 2:

- Provide excellent and compassionate customer service and care to the Veteran and their family.

MEDVAMC Strategic Alignment

- Patient Experience

ANA Strategic Alignment

- Evolve the practice of nursing to transform health and health care

(Tactics) To achieve this goal, we will:

1. Collaborate across disciplines to improve care coordination.
2. Ensure Veteran/ family are active participants when developing educational interventions.
3. Develop strategies to improve and sustain positive interactions between staff and Veteran/ family.

(Metrics) We know we achieved this because:

1. Outperformance of national benchmarks by greater than 50% of care areas on the Press Ganey domain "Care Coordination".
2. Outperformance of national benchmarks by greater than 50% of care areas on the Press Ganey domain "Patient Education".
3. Outperformance of national benchmarks by greater than 50% of care areas on the Press Ganey domain "Patient Engagement".



Healthy Work Environment

Priority #3:

- Create an inclusive work environment where staff can practice at the highest level and feel physically and psychologically safe.

MEDVAMC Strategic Alignment

- Employee Engagement

ANA Strategic Alignment

- Elevate the profession of Nursing Globally
- Engage all nurses to ensure professional success.

(Tactics) To achieve this goal, we will:

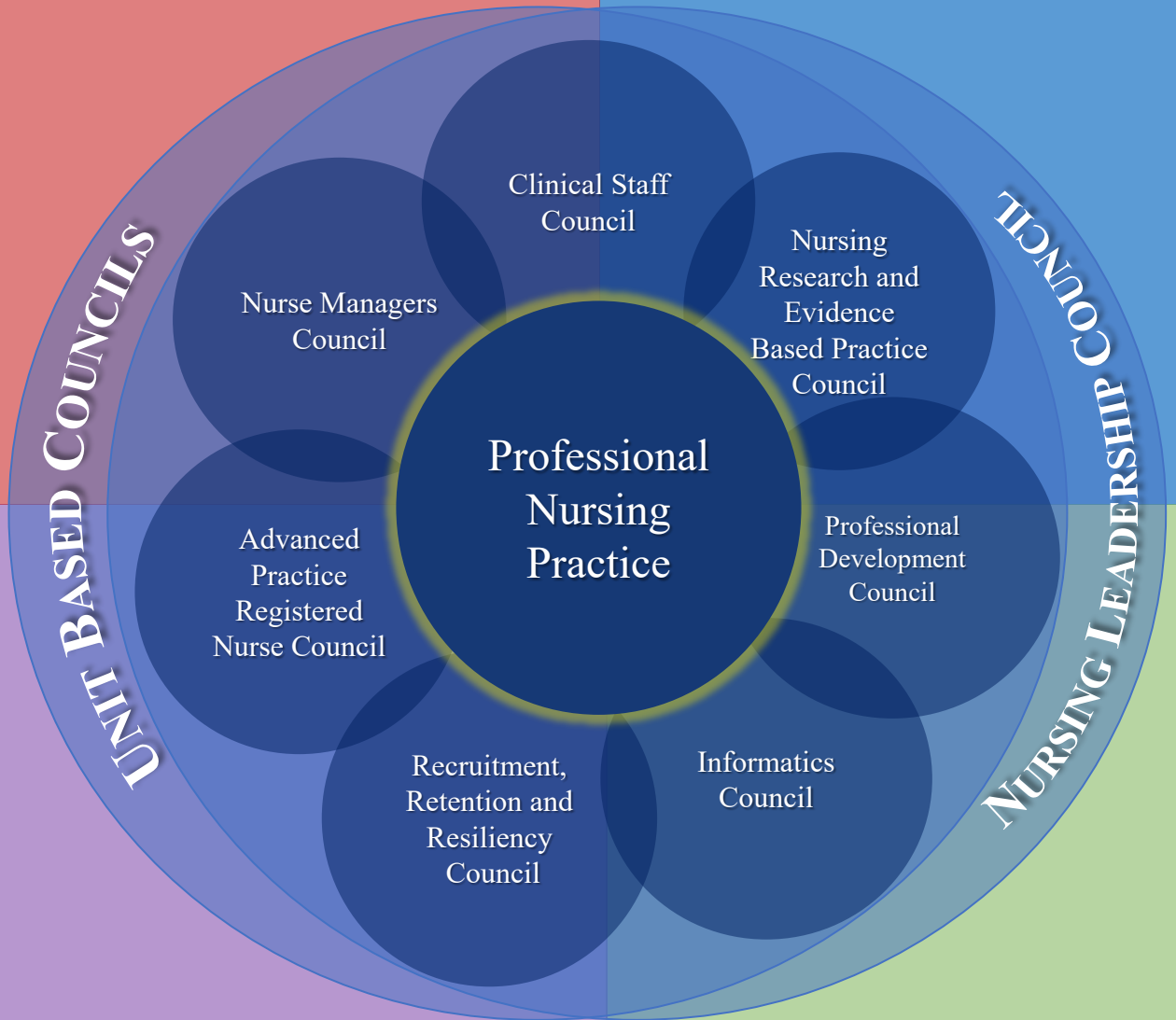
1. Decrease verbal/ physical violence against nurses utilizing internal and external resources.
2. Increase staff retention by fostering a healthy work environment.
3. Improve communication between leadership and staff utilizing face to face and virtual methods.
4. Ensure all available professional development resources for nurses at all levels are advertised and offered continually.
5. Improve staff recognition by peer and leadership across all settings.
6. Develop innovative strategies to foster resiliency and decrease burnout.

(Metrics) We know we achieved this because:

1. Decrease in the occurrences of Code Green events categorized as "Actively harming/ threatening nursing staff".
2. Increase in the retention rate of nursing staff organizationally.
3. Decrease the percentage of nursing staff who select "communication" as an All-Employee Survey priority across all nursing settings.
4. Provide a minimum of quarterly professional development opportunity for nurses at all settings.
5. Decrease the percentage of nursing staff who select "Recognition" as an All-Employee Survey priority across all nursing settings.
6. Outperform the VA national benchmark % of staff who state they have 1 symptom of burnout on the All-Employee Survey "Burnout" section across all nursing settings.

**TRANSFORMATIONAL
LEADERSHIP**

**NEW KNOWLEDGE,
INNOVATION &
IMPROVEMENTS**



**EXEMPLARY
PROFESSIONAL
PRACTICE**

**STRUCTURAL
EMPOWERMENT**

MEDVAMC NURSING SHARED GOVERNANCE MODEL