**NURSING SERVICE ORGANIZATION**
**STRATEGIC PLAN**

**CORE PURPOSE STATEMENT:**
To provide exceptional nursing care that honors the humanity and dignity of each person while advancing nursing as a profession.

**WE VALUE:**
- Each other as our greatest resource in achieving our mission. (TL, SE)
- Professionalism in our discipline. (EPP)
- Diversity for enriching our communities. (EPP, SE)
- A culture of safety that protects our patients and ourselves. (EPP)
- Teamwork which supports and strengthens interdisciplinary collaborative practices. (EPP)
- Our patients and their families as active participants in their care. (EPP)
- Creating a superior experience for our patients, families, and communities. (EPP)
- Caring science, innovative models of care delivery, and integration of research and evidence-based practices. (NKII)
- Peer review as necessary for professional growth and development. (EPP)
- Education and lifelong learning. (EPP)
- Change and the opportunities it creates. (TL)

**ENVISIONED FUTURE GOAL:**
The Nursing Service Organization will drive the recognition of Einstein as the premiere network by being a leader in nursing innovation, caring science, scholarship, and community integration.

**VIVID DESCRIPTIONS:**
- Einstein nursing will be recognized as an influential determinant for choice of care within the community.
- The Nursing Service Organization will be a major contributor to clinical excellence and the financial goals of the Albert Einstein Healthcare Network.
- Continuing to use evidence-based practices and caring science, Einstein nurses will be trusted leaders in the optimal delivery of patient-centered care.
- Our Nursing Service Organization will attract and retain nurses committed to exemplary professional practice and the cultivation of the next generation of nurse leaders.
**Assumptions About the Future**

**DEMOGRAPHIC:**
- The mean age of our workforce and our community will continue to increase.
- Diversity will remain a hallmark of our community and employee base.
- Limited healthcare literacy in our populations will inform changes in care delivery.
- The socioeconomic issues in our communities will influence innovations in care delivery and will exacerbate other problems with the healthcare delivery system.
- The numbers of individuals living with chronic disease will increase.

**SOCIAL, CULTURAL AND CONSUMER:**
- The focus in healthcare will continue to shift from acute care to preventive care and wellness promotion.
- With the advent of healthcare reform and an increase in the insured population, there will be more individuals seeking access to health services.
- There will be a shift in care to outpatient settings, resulting in more ambulatory care and convenient care centers.
- The profession of nursing will play an integral role in healthcare delivery and the healthcare reform debate.
- A subset of consumers will be increasingly educated about healthcare treatments and options, leading to a demand for alternative treatment methods.
- There will be an increased demand and need for Nurse Navigators in emergency departments and acute care systems.
- Achieving Magnet status will be an expectation for healthcare facilities.

**ECONOMIC CLIMATE:**
- Reimbursement for services delivered by Advanced Practice Nurses (APNs) will be more consistent with other providers.
- Specific outcomes related to RN practices will be recognized and reimbursed.
- There will be many changes in healthcare reimbursement, including a focus on managing the health of a specific population.

**LEGISLATIVE/REGULATORY:**
- The role of the federal and state government will dominate the healthcare delivery system.
- The scope of APNs will be expanded in all specialties.
- Safe patient handling strategies will be mandatory for all healthcare organizations.
- “Green” issues will play a more prominent role in all healthcare buildings, activities, and supplies.
- Nurses will be informed and involved in politics/legislations that impact their practice.
- There will be an increased emphasis on higher education levels for RNs at all levels.
- There will be increased scrutiny on staffing levels.

**SCIENCE & TECHNOLOGY:**
- The Electronic Medical Record will be essential to meet regulatory requirements, obtain required quality reporting metrics, and achieve success in coordination of care activities.
- Technological advances will impact education of nurses at all levels creating a need for innovative approaches to professional education and practice.
- Rapidity of technological change will require nurses to emphasize maintaining caring practices with patients and families.
- Care delivery models and settings will change as a result of technological monitoring capability.
- Technological advances that have the potential to prolong life will pose continued end-of-life dilemmas.
OPERATIONAL TACTICS

• Communication
• Recognition

3-5 Year Goals and Objectives

CLINICAL PRACTICE

GOAL: The Nursing Service Organization will consistently ensure positive outcomes in nurse-sensitive indicators and positively influence Network-wide safety and quality outcomes that outperform national benchmarks.
   a) Increase the utilization of evidence-based practices to improve outcomes as well as workplace and patient safety
   b) Increase the utilization of the Shared Governance framework to positively influence patient outcomes and the patient experience
   c) Increase staff participation on Network committees
   d) Increase the utilization of practice standards set forth by professional nursing organizations
   e) Utilize information systems and technology to support practice and improve outcomes

CARE DELIVERY

GOAL: The nursing care delivery system will reflect concepts from caring science including teamwork, communication, and interdisciplinary collaboration.
   a) Become full partners with physicians and other healthcare professionals
   b) Establish how each team member integrates concepts from caring science in the development of the plan of care in collaboration with the patient and family
   c) Be accountable for our contributions to delivering high quality care and developing innovative models of care delivery

CARING SCIENCE CULTURE

GOAL: By promoting a culture of caring, empathy, respect, and safety, the Nursing Service Organization’s efforts will shape the Network’s interactions with patients, families, communities and employees.
   a) Integrate the concepts of caring science in leadership development, organizational policies/processes and communication to employees at all levels of the organization
   b) Influence other disciplines/departments to accept and practice caring science theory
   c) Create caring-healing environments for employees, patients, families, and community
   d) Allow for creation of self-care activities

SCHOLARSHIP & RESEARCH

GOAL: The Nursing Service Organization will be a center of excellence using innovative research and activities based on a caring science framework.
   a) Use published research to guide or change current practice
   b) Relate principles of caring science to evidence-based practice or research initiatives
   c) Increase RN research activities
   d) Implement practices focused on nontraditional outcomes (healing, presence, forgiveness, relationships)

PROFESSIONAL DEVELOPMENT

GOAL: Through innovative models for professional development, the Nursing Service Organization will foster a culture of lifelong learning and educational achievement at all levels.
   a) Increase availability of innovative educational technology
   b) Increase focus on non-clinical/non-technical education (communication, delegating, stress-reduction, professionalism)
   c) Achieve higher levels of education and competency
   d) Implement a formalized program for leadership development
   e) Promote involvement in professional organizations

SHAPING THE FUTURE

GOAL: The Nursing Service Organization will proactively position Einstein nursing for the future by assessing, evaluating, and influencing the changing healthcare environment.
a) Support and recognize the participation of nurses at all levels in service to the community  
b) Establish a succession planning process  
c) Build foundation for maintaining a strong mentor program  
d) Ensure nurses are educated and have a role in shaping policy, reform, and the changing models of healthcare