

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