

Nursing Strategic Plan

Fiscal Year 2015

Shaping the Future of UCLA Nursing at Ronald Reagan UCLA Medical Center

The strategic plan of the Ronald Reagan UCLA Medical Center Department of Nursing aligns with the UCLA Health *Shaping the Future* strategic plan 2011-2015. Nurses at UCLA commit to the values and vision of UCLA Health. UCLA nurses commit to the organizational values of compassion, respect, excellence, discovery and innovation, integrity, teamwork and service. UCLA nurses also fully embrace the organizational vision to heal humankind one patient at a time through improving health, alleviating suffering and delivering acts of kindness. The organizational mission to deliver leading edge patient care, education and research was adapted for nursing. The nursing mission is to deliver leading edge patient care through professional nursing practice, education and research. The modification reflects the unique contribution of nursing to the organizational mission through the use of the comprehensive UCLA professional practice model.

The UCLA Health strategic plan includes five strategic vision statements to achieve its core mission. To improve health and health care, UCLA will:

- Sustain a thriving community of the best and the brightest
- Create world leaders in health and science (Education)
- Discover the basis for health and cures for disease (Research)
- Optimize health through community partnerships (Community Engagement)
- Heal humankind one patient at a time (Clinical Care)

The UCLA Health Nursing strategic plan includes goals and strategies in each of these areas in actualization of the professional role of the nurse as described in the UCLA Health professional practice model (see EP1). The practice model places the patient, family and community at the center of our practice. In delivering excellence in nursing care, we embrace the UCLA Health mission, vision and values, engage in relationship-based care, practice in accordance with regulations and standards, and fully actualize our roles as decision-makers, leaders, scientists, practitioners and transferors of knowledge. UCLA nurses accept responsibility and accountability for continuously improving care and outcomes to achieve our strategic vision.

Consistent with our designation as a Magnet organization, we also align our strategic work with the components of the Magnet model. As transformational leaders we establish a shared vision for nurses throughout the organization. We advocate and lead change. Nurses are empowered through established structures and processes to achieve higher levels of professional development, participate in decision-making, teach and develop others, and contribute to the community. Our exemplary professional practice, as supported by our professional practice model, is designed to produce better patient outcomes. We strive for safe, healthy practice environments and interprofessional collaboration as we embrace our relationships with colleagues. We use data and evidence to drive decision-making and improve outcomes. As scientists, we adopt, adapt and contribute to the development of new knowledge and innovation to improve care and service.

UCLA Health System's way of achieving performance excellence is embodied in the UCLA Health Operating System. This strategic framework includes five pillars for

focused improvement work. The pillars include: People, Quality and Safety, Service, Operations, and Strategy and Finance. Each year, UCLA Health leaders, teams and staff establish goals in each of the five pillars and in alignment with the organizational strategic vision. Proven performance excellence tools and techniques are utilized throughout the year to facilitate achievement of these goals. Goals are designed to cascade from the strategic plan to leadership goals, departmental and team goals and individual goals to assure that we are consistently leveraging the talents and abilities of all members of the UCLA Health team to achieve our vision. Table 1 illustrates how our nursing strategic vision aligns with the organizational strategic plan, the Magnet components, and the UCLA Operating system.

The Nursing Strategic Plan includes long-range vision and goals as well as shorter-term objectives. Specific annual goals are articulated in the annual process for establishing performance objectives at UCLA Health. The plans are guided by Magnet components; transformational leadership, structural empowerment, exemplary professional practice, new knowledge and innovation. Table 2 includes the 5-year strategic priorities and goals and the most recent performance year objectives. Nursing leadership at Ronald Reagan UCLA Medical Center establishes specific, measurable, achievable, realistic and time-sensitive goals for each pillar in alignment with the nursing 2014-2015 objectives and their specific areas of responsibility.

Table 1:

UCLA Health Strategic Vision and Priority Strategies	UCLA Health Priority Strategies	UCLA Health Pillar	UCLA Nursing 5-Year Strategic Priorities	Magnet Component
Sustain a thriving community of the best and the brightest	Recognize, retain and recruit outstanding staff Recognize achievements Create a nurturing environment to support staff in goal achievement	People	Identify, develop and implement nursing roles for the envisioned UCLA future, in all settings across the continuum. Become an employer of choice: Recruit and retain top performers at all levels. Implement strategies to increase nurse retention including healthy practice environment strategies, recognition, career development pathways, and shared governance.	Transformational Leadership Structural Empowerment
Create world leaders in health and science	Leaders in innovative education Highest quality education Establish education infrastructure	People	Establish and strengthen academic-service partnerships to prepare nurses for their future roles. Ensure nursing leadership development at all levels. Elevate levels of nursing education and certification (80%BSN by 2020 and 80% certified)	Transformational Leadership Structural Empowerment
Discover the basis for health and cures for disease	Recruit and retain researchers Stimulate and optimize new and successful areas of research Build research	Strategy	Become a national leader in nursing, interprofessional and multi-site research and dissemination of new knowledge. Establish infrastructure to support research including funding and	New Knowledge and Innovation

	<p>infrastructure</p> <p>Optimize space utilization</p> <p>Maximize research funding</p>		<p>partnerships.</p>	
<p>Optimize health through local and global community partnerships</p>	<p>Partner with the community to improve health through solutions that address social, cultural and biological determinants. Develop a comprehensive and diverse healthcare workforce. Innovative healthcare delivery models that maintain financial stability while serving all members of community</p>	<p>Strategy</p> <p>People</p> <p>Quality, Safety, Service</p>	<p>Increase nurse engagement in community partnerships. Implement innovative nurse roles and delivery models to enhance effectiveness in improving community health and wellness. Engage patients and community members as partners in all aspects of healthcare design and improvement.</p>	<p>Structural Empowerment</p> <p>Transformational leadership</p> <p>New Knowledge and Innovation</p>
<p>Heal humankind one patient at a time</p>	<p>Outstanding patient-centered care in all practice settings. Improve access. Develop an integrated delivery system while maintaining our strength in tertiary and quaternary care. Establish UCLA as a national leader in health care innovation.</p>	<p>Quality, Safety, Service</p> <p>Operations</p> <p>Strategy</p>	<p>Magnet system-designation, providing a framework for excellence in nursing practice and outcomes. Exemplary nursing practice in every setting for every patient. High reliability, consistent high standards. Leader in patient experience performance. Nurses lead and partner with all disciplines to optimize teamwork and support for clinical care. Create an environment to foster innovation.</p>	<p>Exemplary Professional Practice</p> <p>New Knowledge and Innovation</p>

Table 2. UCLA Nursing Strategic Goals and 2014 Objectives

Pillar	Strategic Goal	2014-2015 Objectives
People	<ul style="list-style-type: none"> • Become an employer of choice: recruit and retain top performers at all levels. Maintain turnover less than national benchmarks. • Elevate levels of nursing education and certification (80% BSN and 80% certified by 2020). • Promote top of license practice through professional development. • Foster exceptional staff engagement. • Strengthen healthy practice environments and relationships. • Identify, develop and implement nursing roles for the envisioned UCLA future, in all settings across the continuum. • Establish and strengthen academic-service partnerships to prepare nurses for their future roles. • Ensure nursing leadership development at all levels. 	<ol style="list-style-type: none"> 1. Recruit in alignment with revised professional role-based job description and strategic priorities. 2. Establish partnership to increase nurse enrollment in BSN/MSN programs. Implement vendor program for academic and financial advisement, and educational network. 3. Continue to increase specialty certification rates. 4. Continue implementation of coach-led professional role development plan according to established plan. 5. Implement practice environment action plans, engaging in best practices for healthy work environments. 6. Explore creative nurse staffing models, nurse roles and support roles, including volunteer roles in settings across the continuum. 7. Enhance peer review processes for nurses at all levels. 8. Establish at least one academic-service partnership. 9. Design and implement leadership development strategy, including mentoring and coaching.

<p>Quality and Safety</p>	<ul style="list-style-type: none"> • Exemplary nursing practice in every setting for every patient. High reliability, consistent high standards. • Elevate performance on nurse-sensitive indicators to outperform national benchmarks and organizational targets. 	<p>10. Outperform benchmarks for performance on nurse-sensitive and other quality indicators, e.g., prevention of infection (CAUTI, Sepsis, CLABSI), pressure ulcers, falls with injury, readmission, mortality.</p> <p>11. Submit documents for Magnet designation.</p> <p>12. Integrate performance data into daily processes such as huddles and rounds. Assure clarity, transparency, and timeliness of feedback related to performance.</p> <p>13. Collaborate to improve the culture of safety.</p> <p>14. Meet or exceed established targets for identified HCAHPS items, through use of rounding, bedside report, call light response and other innovations.</p>
<p>Service</p>	<ul style="list-style-type: none"> • Leader in patient experience performance. Achieve excellence in patient satisfaction by improving nurse-driven patient satisfaction indicators. • Engage patients and community members as partners in all aspects of healthcare design and improvement. 	<p>15. Execute CICARE program and Relationship-based care principles through Unit Practice Councils and interprofessional teamwork to improve outcomes.</p> <p>16. Collaborate with Office of Patient Experience to systematically expand patient advisory councils and add community partners to existing structures.</p> <p>17. Leverage technology to improve the patient experience.</p> <p>18. Enhance the patient education structures and</p>

<p>Operations</p>	<ul style="list-style-type: none"> • UCLA Operating System execution to improve performance on dashboard metrics. • Intentional partnerships to improve processes to increase value. • Leverage system capabilities, resources and strengths. • Organize staffing resources to support optimal performance. 	<p>processes across the continuum.</p> <p>19. Utilize A3/A4 tools to improve processes and outcomes, e.g., capacity expansion, throughput, discharge processes and patient experience.</p> <p>20. Engage in development of pathways and improved workflow with interprofessional colleagues to create value.</p> <p>21. Analyze opportunities to centralize functions across the system to maximize efficiency. Standardize based on best practices to increase reliability and improve results.</p> <p>22. Explore staffing models to support care continuity and coordination.</p> <p>23. Increase understanding and use of advanced care planning and palliative services.</p>
<p>Strategy and Finance</p>	<ul style="list-style-type: none"> • Lead and partner in innovation for healthcare transformation. • Elevate nursing roles and contributions in all settings across the continuum of care. • Increase nurse engagement in community partnerships. • Implement innovative nurse roles and 	<p>24. Establish infrastructure to increase nurse engagement in innovation related to quality, patient experience, and efficiency.</p> <p>25. Establish nursing leadership and nurse partners in identified service lines and ValU Design teams.</p> <p>26. Expand on successful care coordination models and demonstration of the value of nurse contributions across the continuum of care.</p>

	<p>delivery models to enhance effectiveness in improving community health and wellness.</p> <ul style="list-style-type: none">• Optimize the electronic health record to support population health and care across the continuum.• Become a national leader in nursing, interprofessional and multi-site research and dissemination of new knowledge.• Demonstrate stewardship and fiscal responsibility in the delivery of nursing services.	<ol style="list-style-type: none">27. Partner in the value-based redesign of ambulatory clinics (Southwind engagement).28. Explore implementation of at least one new nursing role in partnership with the community.29. Identify and implement at least one new nurse-led community wellness program.30. Leverage CareConnect in all inpatient and ambulatory nursing services. Engage in optimization and upgrade to support patient care and outcomes.31. Increase the number of professional nursing and interprofessional presentations and publications.32. Build on existing research and EBP infrastructure including enhancing our subject matter expert role. Explore opportunities for expansion through partnerships.33. Establish plan for system Magnet designation.34. Manage within budget while maintaining flexibility to meet patient needs.35. Participate in analysis and cost-savings strategies throughout the organization.36. Optimize the use of technology to increase efficiency and reduce costs.
--	---	---