



2012

Nursing *Strategic Plan*




Huntington Hospital

Huntington Hospital
Division of Nursing
100 West California Blvd.
Pasadena, CA 91105

www.huntingtonhospital.com
626-397-5000

Physician Referral:
800-903-9233



Our Values.
*Respect.
Dignity.
Stewardship.
Excellence.*

Our Mission.
*To excel at the
delivery of
healthcare to
our community.*

Our Vision.
*To become the finest
community-based
regional medical center
in Southern California.*



About the Nursing Shared Decision-Making Council Structure

The nursing shared decision-making council structure provides direction and support for the professional practice of nursing at Huntington Memorial Hospital. Shared decision-making allows nurses of all disciplines to have active voices in necessary and vital changes that occur throughout the organization.



2012 Nursing Strategic Plan: *How it was created*

In December of 2011, chairs of the multiple nursing councils gathered with nurse leaders and advisors for a day of brainstorming and discussion. The day began with presentations around workflow redesign and the impact of a new documentation system, quality, throughput and a celebration of nursing achievements in 2011. After the presentations, participants broke into groups to identify needs, barriers and nursing opportunities.

In January 2012, leaders brought back the previous feedback and the group was addressed by Jim Noble, Huntington Hospital's vice president and chief financial officer, who explained the correlation between quality and finance. At this meeting, council leaders collaborated and identified major goals for each of their councils. These goals and objectives were refined and presented in early February 2012 at the coordinating council meeting, where they were reviewed, approved and categorized into pillars.



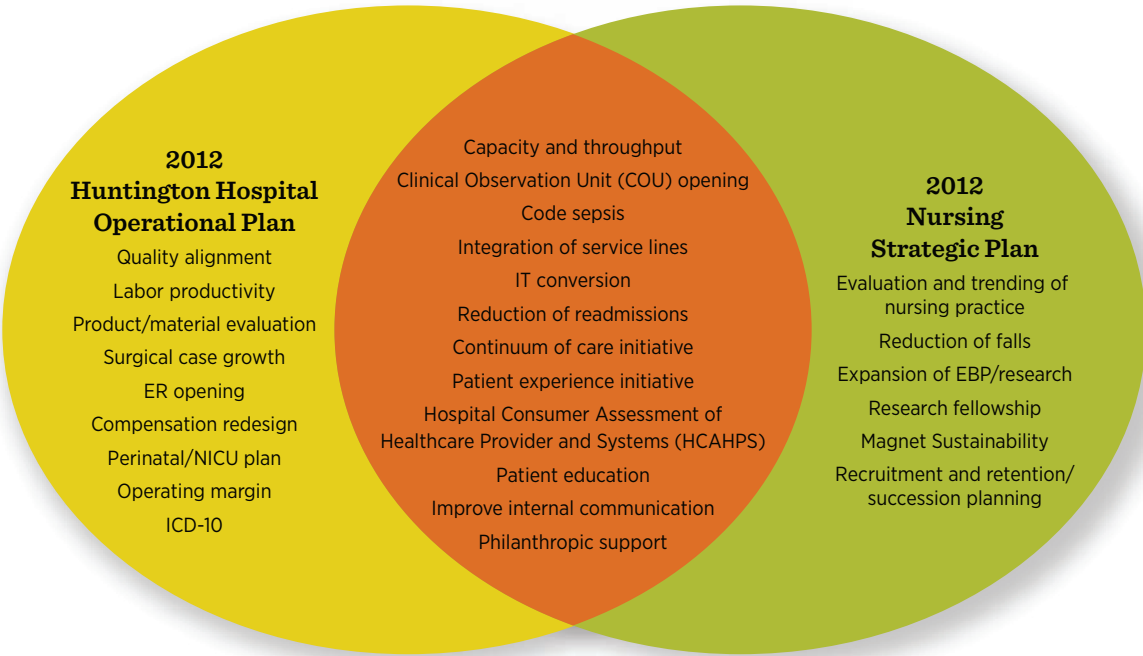
These pages will illustrate our Nursing Strategic Plan, presented on three levels. The first level deals with Initiatives for 2012 and how they intersect with Huntington Hospital's 2012 operational plan. Next, you will see how coordinating council broke the nursing goals into five focus pillars. Lastly, we identified the specific nursing objectives that will help us achieve our goals for 2012.

On behalf of the entire nursing division, I invite you to review this publication and become familiar with the work accomplished by Huntington Hospital nursing councils and nurses at all levels, as we collaborate to achieve excellence.

Lulu Rosales, RN, MSN, NE-BC
Director, Professional Practice/Magnet



The Intersection of Huntington Hospital Operational Plan with the Nursing Strategic Plan



2012 Nursing Objectives:

- Clinical Leadership Council (CLC) will focus efforts to improve operational deficiency and effectiveness at the unit level as well as support the efforts of other councils.
- Continue to support throughput by continuing to monitor compliance with set teletracking timelines.
- Support workflow redesign and patient throughput (CHURN).
- Support the opening and successful operation of the COU.
- Control staffing expense related to attendance issues.
- Control staffing expenses by monitoring/decreasing incidental over time and double time.
- Support hospital plans as a host for the Magnet conference in 2012.
- Increase number of RN clinical leaders who are currently without professional certification by 50 percent before the end of 2012.
- Support the development of patient experience team that will address improving HCAHPS score.
- Support implementation of code sepsis.
- Support alignment of service line project and quality goals.
- Support implementation of the new IT system.
- Communicate about Patient Education Council and related activities to hospital staff.
- Complete database analysis of patient education.
- Maintain a structure of evidence base policy and procedure to provide safe and excellent care.
- Reduce fall events by 10 percent.
- Continue to collect and analyze the outcomes of nursing sensitive indicators and core measures.
- Increase efficacy of communication of Quality Council findings within Nursing Council structure among direct care RN's and hospital wide.
- Develop a mechanism to evaluate educational outcomes based on specific teaching methods.
- Improve staff nurse knowledge regarding skin/wound/ostomy care.
- Support quality initiatives of each unit based council to support nursing and operational goals.
- Support/improve HCAHPS scores through collaboration with Patient Experience Steering Committee.

**created by each Nursing Council, reviewed and approved by Coordinating Council.*

Five Strategic Focus Pillars

Quality:

- Capacity and throughput
- Continuous Observation Unit (COU) opening
- Implementation of code sepsis
- Integration of service line and quality goals
- Implementation of new IT system
- Evaluation and trending of nursing practice
- Reduction of falls
- Reduction of preventable complications
- Expansion of evidence-based practice and research initiatives
- Reduction of readmissions
- Integration and continuity of care (outside hospital walls) examples: SCN, Community Outreach, RN's
- Enhance performance on metrics tied to payment

Service:

- Enhance the patient experience
- Communication of patient education resources
- Evaluation of education outcomes
- Improve internal communication
- Improve resources to support council initiatives

Growth

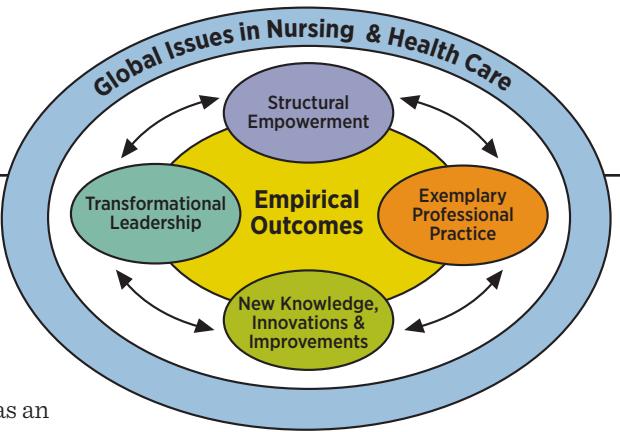
- Shift of surgical patients to the outpatient arena

People/Professional development

- Magnet sustainability
- Design and develop research fellowship
- Track and support evidence based practice and research projects
- Develop opportunities for life-long learning
- Recruitment, retention and succession planning at all levels of nursing

Finance

- Labor productivity (attendance/overtime/double time)
- Product and material evaluation
- Continuous engagement in philanthropic opportunities and initiatives



A Vision for Magnet Sustainability

The achievement of Magnet designation is the beginning of a new way of being as an organization. Strategies to support innovation leadership, value-based decision making, agility, excellence, technology advancements, and life-long learning are infused within a framework of a sustainability plan that closely aligns with the nursing strategic plan and hospital operational plan.

The framework below highlights some of the activities that we will continue to focus on in order to achieve successful Magnet redesignation in April, 2015:

Leadership (TL)

- Development and implementation of nursing mission, vision and values.
- Leadership training and development
- Succession planning
- Identify and support the needs of MSN prepared RNs at all levels
- Effective and flexible staffing and throughput (CHURN)
- Increase visibility through formal rounding process
- Provide tools for nurses at all levels to analyze data and guide decision related to budget formulation

Education/Professional Practice (SE)

- Support for advance degrees, national certifications, continuing education
- Participation in local, state, and national conferences
- Development and implementation of database for tracking of outcomes related to professional practice

Professional Practice (SE)

- Clinical Nurse Recognition Program
- Scholarships
- Involvement in Shared Decision Making Councils
- Involvement in evaluation, allocation and decision making of technology and information systems to support nursing practice
- Professional organization membership
- Resources to resolve issues related to ethics, privacy, security and confidentiality
- Evaluate Professional Practice Model and Nursing Theory

Quality of Care (EP)

- Support and encourage nurses at all levels in enhancing the patient experience
- Monitor participation and analyze RN satisfaction data and patient satisfaction data and determine action plans to meet benchmarks
- Identify and implement care delivery system that aligns with the CHURN project in order to ensure continuity, quality and effectiveness of care across services and settings
- Interdisciplinary collaboration to evaluate and ensure effective patient education materials

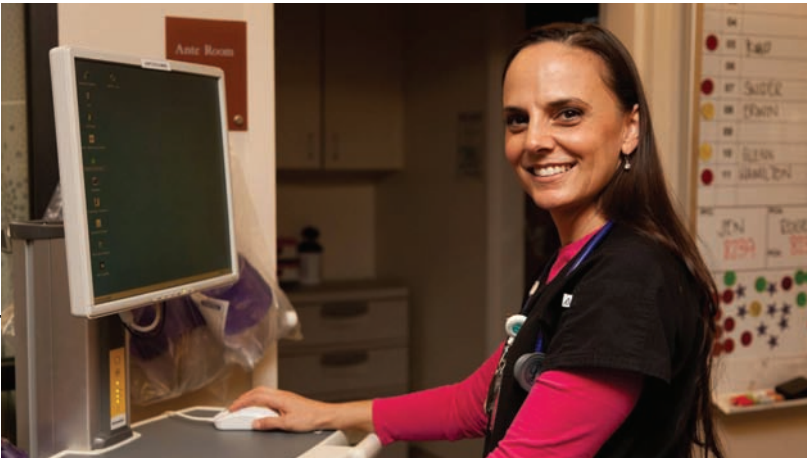
Culture of Safety (EP)

- Provide analysis and evaluation of data related to nurse sensitive indicators
- Proactive risk assessment and error management
- Workplace safety improvements
- Allocation and reallocation of resources to improve quality of nursing care
- Interdisciplinary collaboration to using continuous quality and process improvement
- Ensure dissemination of comprehensive quality data to direct care nurses

New Knowledge and Innovation (NK)

- Development and implementation of evidence – based practice (EBP) and nursing research fellowship
- Development and implementation of resources to support nurses at all levels in EBP, abstract and publication writing and research design/implementation
- Allocate resources to continue supporting the structures/processes to develop, expand and advance nursing research
- Demonstrate innovations in nursing practice through the support of 2-3 nursing research projects per year
- Support the dissemination of knowledge generated through nursing and EBP to internal and external audiences

SE=Structural Empowerment; TL=Transformational Leadership
EP=Exemplary Professional Practice; NK=New Knowledge



Creation of the Patient Education Council and Patient Education Steering Committee:

The purpose of the Patient Education Council is to manage patient education materials to promote wellness and prevent future illness. The council's function is to indentify, create, update, organize and provide accessible patient education materi- als across the continuum of care. This council reports to Nursing Practice Council and some of their responsibilities have been to create a patient education policy and procedure as well as a tool- kit on SharePoint to assist users in the development of quality patient education materials. A database of current patient education materials is in development with the priority of making these materials easily accessible to staff.

The Patient Education Steering Committee is a multidisciplinary committee comprised of representation from Huntington Hospital's major service lines and disciplines. This committee was sanctioned by the executive management team and its pur- pose is to provide strategic oversight, direction and coordination of all patient educational materials across the continuum of care. The committee is concerned with using current knowledge and implementation of regulatory mandates and requirements in providing patient education. It also sets standards for the development and discovery of patient education materials house wide. Other responsibilities include the approval of policy and procedure, communication vehicles and appropriate formats for the delivery and development of patient education materials.

Changes in the Councilor Structure for 2012

Dormancy of Nursing Informatics Council:

When Coordinating Council reviewed the Nursing Informatics Council 's 2012 goals in relation to HIS, members identified a gap between goals and function of the council – specifically whether or not it met the needs of incoming workflow redesign as we begin to prepare for HIS implementation. Through consen- sus, the council agreed to recess until full HIS implementation has been completed. A larger multidisciplinary group will form and include nurses. Although membership description has not yet been defined, the two main nursing councils that will receive information related to HIS implementation are the Nursing Practice, Coordinating Council and the Clinical Leadership group, as needed.

Since its induction in 2008, the Nursing Informatics Council has been part of multiple activities and achievements. Some of the major achievements focused around support of meaningful use, development and creation of SharePoint sites for the councils, involvement in HIS selection and countless Meditech updates based on department based feedback and requests.