UPMC LIFE CHANGING MEDICINE

UPMC Nursing's Strategic Plan

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Executive Summary

- UPMC Nursing over 12,000 nurses strong
- Providing over 3,500 clinical experiences per semester
- Our belief “Every nurse is a leader”
- ANCC’s Magnet Model® is our roadmap
- Evidence-Based Practice is our core intervention
- Shared Governance keeps us grounded
- Empirical Outcomes measure our final product

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SWOT Analysis

INTERNAL	**STRENGTHS**
	• **20 Hospital health system offering a variety of specialties**
	• **Rich pipeline of nursing schools in our region**
	• **3 UPMC Schools of Nursing- SHY designated as Center of Excellence in Education**
	• **Currently employ over 12,000 nurses**
	• **Advanced technology across the system**
	• **UPMC offers nearly endless opportunities to grow and develop while gaining tenure within the organization – career pathing**
	• **Flexible nurse staffing options: casual, weekend, UPMC Worksource, Life Stages, FFT, PT**
	• **Inclusive Career Ladder**
		WEAKNESSES
		• **High turnover on several nursing units potential causes:**
		  • **Acuity**
		  • **Horizontal violence**
		  • **Unit leader**
		• **Limited formal pipeline for crucial nurse leader roles: CNO, Unit director, care manager, informatics, etc.**
		• **Minimal frontline staff accountability for patient outcomes**
		• **Technology growing faster than education to users**
		• **UPMC's aging workforce – particularly in surgical services and care management**

EXTERNAL	**OPPORTUNITIES** • Internal growth opportunity for nurses: i.e. CRNAs, nurse practitioner programs, CNL • Faculty needed to meet demand from potential nursing students • Pipeline of advanced practice nurses • Impact of the financial climate: with nursing turnover • Projected growth in the national minority population • Leverage systemness to influence legislation related to professional practice	**THREATS** • Health care policy changes • Increase in public reporting • Aging nursing workforce • Union Activity • IOM Future of Nursing Recommendations • Changes in payment and reimbursement • Projected Physician Shortages • PA State Board of Nursing regulation requiring an 80% NCLEX pass rate for nursing schools • Nursing School Accreditation require BSN students to be precepted by BSN level nurses

UPMC Nursing Strategies and Tactics

Transformational Leadership

- Leadership Development
- Succession Planning
- National/International Visibility
- External Forces
- Financial Implications
- Communication
- Magnet /Pathways to Excellence

Exemplary Professional Practice

- Professional Practice Model
- Care Delivery Models
- Staffing, Scheduling and Budgeting Processes
- Interdisciplinary Care
- Accountability, Competency and Autonomy
- Ethics, Privacy, Security and Confidentiality
- Diversity and Workplace Advocacy
- Quality Care Monitoring and Improvement
- Culture of Safety

Structural Empowerment

- Professional Engagement:
- Shared Governance
- Engagement Survey
- Interdisciplinary Clinical Expertise (Collaboration among caregivers)
- Commitment to Professional Development:
- Formal education
- Career progression
- Teaching & Role Development: Student experience
- Demonstrate Commitment to the Community
- Recognition of Nursing

New Knowledge and Innovation

- Patient Flow/Capacity
- New Technology
- Innovation
- Nursing Research & EPB
- Balancing Demands Resources/Staffing/ Technology/Dollars

1 to 3 year timeline

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Transformational Leadership

- Leadership development and succession planning

Year 1

- Establish baseline measurement with NDNQI RN survey, turnover and promotion of key positions
- Identify future nursing leaders at each BU
- Develop programs and strategies for leadership development at different levels
- Develop toolkit/curriculum for potential new frontline leaders

Year 3

- Demonstrate improvement in NDNQI RN survey for leadership
- Demonstrate improvement in UPMC engagement survey feedback
- Ongoing leadership development opportunities offered throughout the system
- Increase of career ladder promotions

Beyond

- Transparent leadership opportunities at all levels
- Online tracking of potential upcoming nurse leaders
- Ease in filling vacant leadership positions

Transformational Leadership

- External forces and National/International visibility

Year 1

- Vigilance in meeting the demands pertaining to government regulations
- Communicate to staff information regarding federal, state and local government regulations via newsletter, grand rounds, etc.
- Establish baseline measurement of UPMC nurses participation in national, state and local professional nursing organizations
- Host a UPMC national nursing conference

Year 3

- Enhance relationships between national and international sites
- UPMC nursing on track to meet IOM Future Nurses recommendation
- UPMC nurses demonstrating in their practice knowledge of the impact of health care reform

Beyond

- Ongoing flow of communication and expertise with international sites
- UPMC Nursing represented within national nursing organizations
- UPMC nursing represented on projects at the national and state level

Exemplary Professional Practice

- Professional practice, care delivery system and staffing

Year 1

- "Your Care Our Commitment" spread
- Evaluate skill mix to support care delivery model
- 100% of hospital units using reliable/variable rounder on daylight shift
- Develop and evaluate appropriate care coordination models and handoffs across the continuum
- Establish the baseline measurement for patient and nurse satisfaction
- Enhance recruitment and develop evidenced based selection process

Year 3

- New care delivery models meeting patient, nurse, and systems needs
- Nurses practicing to the full scope of their licensure
- Active role for advance practice nurses at the bedside
- Patient and nurse satisfaction survey demonstrates improvement
- Decrease in turnover
- Flexible staffing opportunities that meet hospital and staff needs

Beyond

- High patient and staff satisfaction
- UPMC Nursing recognized for quality patient outcomes and staff satisfaction
- Nursing at UPMC viewed as a lifelong career

Exemplary Professional Practice

- Culture of Safety, Quality Care Monitoring and Improvement

Year 1

- Establish transparent benchmarks for measuring clinical, financial and human resource quality indicators
- Educate staff to use the standardized reports that measure the top priority quality and safety indicators
- Pilot and apply evidence based protocols to select clinical indicators
- Provide data to frontline staff that is meaningful, and that can be used to drive practice changes
- Identify best practice for Joint Commission and DOH readiness

Year 3

- Achieve benchmarks for select clinical, financial and human resource indicators
- Managers demonstrating ease with using reports on nursing dashboard
- Spreading best practice readiness for Joint Commission and DOH
- A Just Culture environment demonstrated in nursing/clinical departments

Beyond

- Exceed core measures targets across the system
- Exceed UPMC HCAHPS targets
- A significant reduction in safety errors
- Nurses in all milieus across the system not work more than 12.5 consecutive hours
- Significant reduction in preventable workplace injuries

Structural Empowerment

- Shared governance, career progression, teaching and role development

Year 1

- Unit-based professional practice councils established at every facility
- Pilot clinical partnership models for effective student experience
- Develop RN residency gap analysis
- Initiate nurse practitioner residency program
- My Nursing Career showcased as a lifelong career opportunity at UPMC
- Build upon the Academic Service Partnership to include national/regional members

Year 3

- Transparent reporting of outcomes and achievements of shared governance councils
- Clinical instructor program implemented to support nursing schools
- Active transition to practice residency program advisory board
- Nurse residency program completely implemented for nurse practitioners
- Fully implemented online promotional process for the My Nursing Career Ladder

Beyond

- NDNQI RN survey results demonstrates the UPMC nursing workforce fully engaged and empowered
- UPMC nursing recognized for the seamless transition of students to practice
- National recognition for the collaboration with academic service partnership

Structural Empowerment

- Commitment to community and recognition of Nursing

Year 1

- Promote educational service projects that benefit the community and support My Nursing Career's Professional Contributions
- Implement evaluation tool for the summer nurse internship program
- System-wide publication of awards and recognition via annual report, nursing newsletter
- System-wide participation in DAISY, Nurses' Week, Cameos of Caring Awards

Year 3

- Create new models of interactive care in the community for patient self-management
- Active calendar of opportunities for nurses to support community initiatives
- Process developed for consistent UPMC nursing submissions for national/regional awards outside of UPMC
- Role of nurse leaders as the chief retention officer fully implemented across system

Beyond

- Active partnership with UPMC Nursing and the community
- Local, regional, and national recognition of UPMC Nurses

New Knowledge, Innovation and Improvement

- Evidence Based Practice (EBP) and research

Year 1

- Establish evidence based fellowships at select hospitals
- System-wide evidence based council provide gap analysis on initiatives across the system and host symposium
- Implement Lippincott for online access of procedure guidelines
- Continue providing education for conducting and reviewing nursing research
- Partner with Pitt SON for collaboration with nursing research

Year 3

- Hospital based implementation of evidence based councils and fellows
- Faculty collaboration with EBP and Nursing Research
- EBP internship available throughout the system
- EBP council create transparent best practices sharing across the system
- Active nursing research being conducted across the system

Beyond

- Bedside nurses demonstrate knowledge of EBP
- Ongoing nursing research happening across the system
- UPMC nursing recognized for high quality patient outcomes

New Knowledge, Innovation and Improvement

- Information technology

Year 1

- Establish plan for implementation of SMART technology
- Continue documentation optimization project
- Meet targets for medication reconciliation
- Prepare for ICD-10 implementation
- Select capacity management software

Year 3

- Continue system and business level upgrades of the electronic medical record
- All business units have completed capacity management software upgrade
- Continue to implement SMART technology
- Continue documentation optimization

Beyond

- Reassessment of current state to identify goals as technology continues to change.

UPMC Nursing Strategic Solutions

Areas of Focus

- Transformational Leadership
- Exemplary Professional Practice
- Structural Empowerment
- New Knowledge, Innovation and Technology

Outcome:
- ↑ Pt. outcomes
- ↑ Quality
- ↑ Pt. satisfaction
- ↑ Staff satisfaction
- ↑ Morale
- ↑ Profitability
- ↑ Productivity

Outcome:
- ↓ Turnover
- ↓ Overtime
- ↓ Agency
- ↓ Recruitment

Organizational Solutions

Leadership Development
Executive/Managerial
Succession planning
Nursing Grand Rounds

Recruitment
New Hire Selection
Schools of Nursing
Targeted Initiatives

Performance Management
My Nursing Career
Retention Strategies

Academic Partnerships
Clinical Rotations
RN Residency
Student Intern Program
Advanced Practice Nurse

Operational Imperatives
Benchmarking/Dashboards
Labor Strategy/Safe Work Hours/
Evidence Based Practice
Website and Newsletters

Healthy Workforce
Health Status of Nurses
Inclusion
Work-life Balance

Technology

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