

Nursing Strategic Plan

Philosophy: What we believe

We, the nurses of Riverside Medical Center, believe that nursing is a science and are dedicated to improving the physical, psychological, socio-cultural, and spiritual well-being of our patients.

Mission: Why we are here

We are working together across the continuum to provide patient-centric, evidence-based, compassionately-delivered care.

Values: We show up in every situation with:

LOVE

We build relationships grounded in inclusivity, patience, kindness, and gratitude. In our teams and work, we bring whole selves in an authentic and caring spirit and encourage others to do the same.

COMPASSION

We provide empathetic and compassionate care of ourselves and others. We maintain dignity and value while developing human relationships.

COURAGE

We stay true to our values, even in the face of risk or loss. We speak up. We do this all in the service of personal and organizational integrity. We are advocates.

INTEGRITY

We work to make decisions and meet challenges with integrity, and work together to resolve issues and maintain trustworthiness, goodness, decency, honor, and respect.

Strategy: How we do it

BEST PEOPLE & PRACTICE ENVIRONMENT

Our work and practice environment attracts and retains the best people.

BEST PATIENT EXPERIENCE

We deliver exceptional, patient-centered care with each patient interaction.

BEST QUALITY

We have exceptional clinical and performance outcomes.

BEST FINANCIAL STEWARDSHIP

We have the resources to pursue the fulfillment of our Mission and Vision.

Unit-based and professional practice council goals: How we support performance excellence

Vision: Where we are headed

We aspire to achieve the highest quality of patient care provided through the advancement of nursing practice.



Best People & Practice Environment

Our work and practice environment attracts and retains the best people.

Riverside nurses pursue excellence and are motivated and devoted to their profession. Riverside Medical Center invests in the growth and development by:

Facilitating the effective transition of nurses into the work environment.

Year 1:

- Increase rates of BSN prepared RNs compared to prior year.
- >90% of new graduate RNs/LPNs will complete the Vizient Nurse Residency Program
- Riverside will implement a standardized Nurse Preceptor Program
- All nurse leaders will participate in a Leadership Cohort within 1 year of hire/transfer.
- Increase rates of professional organization membership among all nurses compared to prior year.

Year 2:

- Increase rates of BSN prepared RNs compared to prior year.
- Riverside will implement a Nurse Mentorship Program for New Graduate Nurses
- Riverside will offer monthly nurse leader trainings, offering continuing education credit.
- 100% of nurse leaders will be members of a professional organization.
- Increase rates of professional organization membership among all nurses compared to prior year.

Year 3:

- Increase rates of BSN prepared RNs compared to prior year.
- Riverside will attain ANCC PTAP Accreditation for Nurse Residency Program
- Riverside will implement a Nurse Mentorship Program for newly hired nurses and/or nurse transfers within the organization
- Riverside will implement a Nurse Mentorship Program for Nurse Leaders at every level.
- Increase rates of professional organization membership among all nurses compared to prior year.

Year 4:

- Increase rates of BSN prepared RNs compared to prior year.
- Increase rates of professional organization membership among all nurses compared to prior year.

Year 5:

- Increase rates of BSN prepared RNs compared to prior year.
- >80% of nurse residents will participate in the Career Ladder within their first year of professional practice.
- Riverside will explore ANCC PTAP Accreditation for Nurse Fellowship Programs.
- 100% of Nurse Leaders will attain certification within 2 years of hire or transfer.
- Increase rates of professional organization membership among all nurses compared to prior year.

Best Patient Experience

We deliver exceptional, patient-centered care with each patient interaction.

Focus: Elevate nursing practices and maximize continued professional development to improve patient and family-centered care, staff engagement, and strategic outreach.

Year 1:

- Develop a patient and family-centered care model of nursing care
- Develop the Unit Based Councils to plan for the successful unit-specific Nurse Sensitive Indicators and Patient and Staff Engagement
- Elicit input through the Patient/Family Advisory Council
- Promote effective leader rounding on staff, patients, and families
- Expand the remote physiologic monitoring program
- Improve responsiveness to patient calls/inquiries

Year 2:

- • Continue to develop the Unit Based Councils to plan for the successful unit-specific Nurse Sensitive Indicators and Patient and Staff Engagement
- • Launch Telehealth program with EMS
- • Create a Nurse-led Peer Support Program to supplement Well-in Mind
- • Expand nurse job shadowing program to 100% of new hire RNs during onboarding
- • Fully deploy Virtual Nursing concept to support bedside nurses

Year 3:

- • Continue to develop the Unit Based Councils to plan for the successful unit-specific Nurse Sensitive Indicators and Patient and Staff Engagement
- • Expand bilingual language certification program for nurses
- • Deploy MyChart Bedside/Electronic Whiteboard technology for increased transparency of care and access to information
- • Implement Robot assisted (or human) concierge service for patients and nursing staff

Year 4:

- • Continue to develop the Unit Based Councils to plan for the successful unit-specific Nurse Sensitive Indicators and Patient and Staff Engagement
- • Leverage programs that facilitate care transitions: for example, a substance abuse navigator program to facilitate care transitions for the patient experiencing substance use
- • Develop strategies to focus on the psychosocial needs of the patient including mental emotional and social needs (Art Therapy, Recreational Therapy, CARE Cuts and CARE Cart, Child Life Programming)

Year 5:

- • Continue to develop the Unit Based Councils to plan for the successful unit-specific Nurse Sensitive Indicators and Patient and Staff Engagement
- • Implement the Nurses Improving Care for Healthsystems Elders (NICHE) practice model at Riverside

Best Quality

We have exceptional clinical and performance outcomes.

Focus Statements:

1. Promote learning from adverse events by focusing on systems and processes and further a culture of safety designed to safeguard against patient harm through participation at all levels.
2. Achieve measurable quality outcomes by promoting a culture where data and evidence are utilized to support in decision-making and drive patient-centered care.
3. Build an evidence-based collaborative network designed to support safe patient transitions throughout the care continuum.

Year 1:

- Continue transition to Lippincott Manual of Nursing Practice
- Include front line nursing staff in RCAs, FMEAs, Intense Clinical Reviews, and workplace violence debriefings
- Publish bi-weekly safety newsletter "Safety Matters"
- Increase Event Reporting by 10% (RL Datix)
- Develop standardized meeting agenda to include department Quality metrics
- Standardize Unit Based PDCA for patient safety initiatives such as medication administration
- Schedule an annual Quality and Safety Fair (PI projects or Processes)
- Standardize department specific quality/safety dashboard
- 100% Well in Mind referrals for all incidents for workplace violence

Year 2:

- Complete Policy & Procedure standardization (clean up)
- Increase Event Reporting by 10% (RL Datix)
- 25% of Quality and Safety Fair presenters are in a non-LEM role
- Increase participation in TeamSTEPPS training to 15 leaders (baseline 7)
- Outperform benchmark greater than 50% of the time on greater than 50% of units for all nursing sensitive indicators

Year 3:

- 50% of Quality and Safety Fair presenters are in a non-LEM role
- 4 nursing publications or state/local/national level live or poster presentations regarding process improvement or projects related to safety and/or quality
- Increase Event Reporting by 10% (RL Datix) from previous year
- Outperform benchmark greater than 50% of the time on greater than 75% of units for all nursing sensitive indicators

Year 4:

- 75% of Quality and Safety Fair presenters are in a non-LEM role
- 6 nursing publications or state/local/national level live or poster presentations
- Increase Event Reporting by 10% (RL Datix) from previous year
- Outperform benchmark greater than 50% of the time on all units for all nursing sensitive indicators

Year 5:

- 100% of Quality and Safety Fair presenters are in a non-LEM role
- Increase Event Reporting by 10% (RL Datix) from previous year

Best Financial Stewardship

We have the resources to pursue the fulfillment of our Mission and Vision.

Focus:

1. Create an environment that demonstrates efficiencies and fiscal responsibility in the delivery of patient-and family-centered care.
2. Create a spirit of generosity as the key ingredient in support for staff and programs improving patient health.

Year 1:

- Standardize daily interdisciplinary and unit rounds
- Maintain LOS Index at or below organizational goal
- Reduction of agency resources by 25% from 2023
- Increase engagement with the Value Analysis Committee by including inpatient nursing leadership at the manager level
- Develop a Financial Skills training class for managers and directors
- Create a process for capturing nursing participation at community events
- Develop baseline data to track staff awareness and participation in philanthropic events

Year 2:

- Increase percentage of patients discharged by 11am
- Maintain LOS Index at or below organizational goal
- Reduction of agency resources by 50% from 2023 resources
- Utilize Unit Based Councils to identify opportunities for waste reduction and/or alternative product integration
- Attain 50% completion rate of managers and directors through the Financial Skills class
- Increase nursing presence by 25% at community events
- Increase staff participation in philanthropic events by 15% from 2024 volume

Year 3:

- Maintain LOS Index at or below organizational goal
- Reduction of agency resources by 75% from 2023 resources
- Increase conversion rate of products reprocessed for waste diversion
- Attain 100% completion rate in Financial Skills training for managers and directors
- Increase nursing presence by 25% at community events from 2025
- Increase staff participation in philanthropic events by 15% from 2025 volume

Year 4:

- Maintain LOS Index at or below organizational goal
- Elimination of all agency positions
- Increase number of reprocessed products for clinical use
- Increase nursing presence by 15% at community events from 2026
- Increase staff participation in philanthropic events by 15% from 2026 volume

Year 5:

- Maintain LOS Index at or below organizational goal
- Reduction in solid waste and single use plastics to landfills and incineration
- Increase nursing presence by 15% at community events from 2027
- Increase staff participation in philanthropic events by 15% from 2027 volume