

Nursing Strategic Plan Summary

Mission Statement (Our purpose)

Discover ♦ Teach ♦ Heal

Vision Statement (Our aspiration)

To be among the best [top 20] academic health centers in the nation in research, medical education and excellence in patient care

Nursing excellence will be recognized by:

- Magnet Designation
- Exceptional staff engagement
- High level of patient and family satisfaction
- Nursing Sensitive Quality Indicators that exceed national benchmarks
- Evidence of coordination across the continuum of care
- Strong financial performance

Core Values (Behaviors we value and reward)

Accountability – We are each responsible for the achievements and successes of UC Irvine Health.

Respect – We foster an environment of mutual respect and trust amongst ourselves and with all whom we serve.

Integrity – We tell the truth and strive to earn the trust of those around us.

Innovation – We seek ideas and approaches that can change the way the world discovers, teaches and heals.

Service through Teamwork – As departments, units and individuals, we collaborate to effectively and compassionately serve our patients, each other and our community.

Excellence – We are committed to achieving the highest level of excellence in patient care, discovery and education.

Nursing Philosophy (Our foundation)

At UC Irvine, our beliefs about nursing practice are grounded in caring theories.

The key concepts are:

We embrace the organizational values (ARI²SE). Our vision for nursing excellence informs our selection of specific goals to enhance overall organizational goals and advance nursing science. Nursing makes a unique contribution through focusing on creating a holistic caring patient-centered, compassionate environment to facilitate healing and optimizing health and wellbeing. This is accomplished by employing a shared governance model and providing competent, inspiring nursing leadership.

Philosophy Statement:

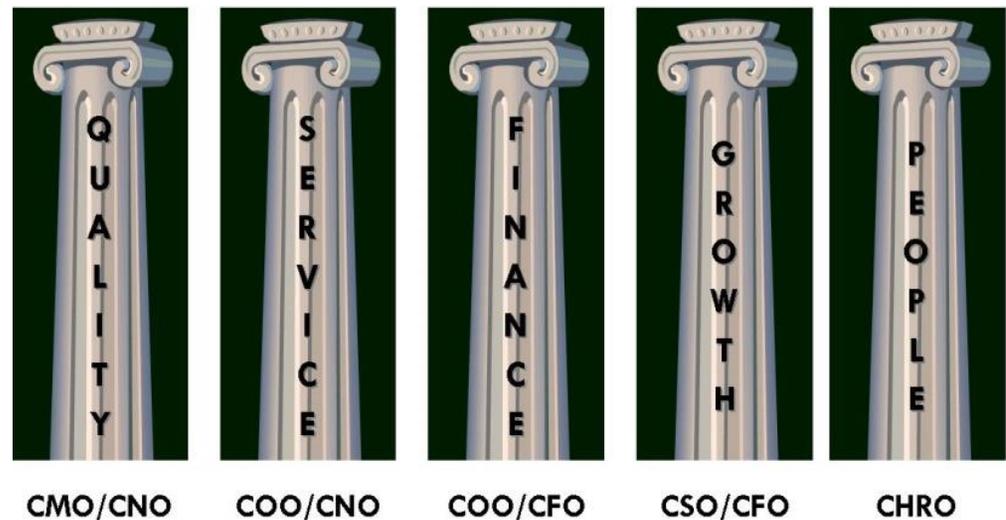
UC Irvine nurses strive to provide safe, competent, compassionate patient care which is based on mutual respect and personal integrity. Our nurses practice within a caring, patient-centered environment, using advocacy, critical thinking and accountability in evidence-based practice. As members of an academic medical center, our nurses participate in research and in the support of professional education.

Goals Development (Organizational and Nursing History)

In 2010, UC Irvine Health developed a 5 year strategic plan which was the culmination of work done by senior leadership from the Medical Center, School of Medicine, and the University Physicians and Surgeon service practice. This document has served as an infrastructure to assure that this tripartite organization moves forward in a unified expedient and efficient manner.

The UC Irvine Medical Center leadership team held multidisciplinary planning sessions to craft 2010 annual goals to assure continued progress with strategic plan milestones. After carefully assessing the prior year's performance as part of the planning process, senior leaders championed goals which were sorted into five categories or pillars which include quality, service, finance, people and growth.

Market analysis, demographics, and UC Irvine performance against internal and external benchmarks



were blended into the 2010-2011 Strategic Plan. . Organizational goals were identified and assigned to Hospital and SOM leaders who served as initiative champions responsible for the development of tactics to assure successful attainment of UC Irvine Health objectives. In addition to these over arching strategies, the Medical Center, School of Medicine and the University Physician and Surgeon group used this plan as guiding principles to assure that each organization's operational goals aligned UC Irvine Healthcare's mission, vision and strategic plan.

The CNO played an integral role in goal development by leading the design of quality and safety goals and crafting nursing growth and people goals that support UC Irvine Health Mission and Vision.

Nursing Leadership actively participated in all aspects of this planning process until there was consensus on Medical Center goals. Following this work session, nursing leadership crafted nursing specific goals and tactics that aligned with the organizational strategic plan that would contribute to the Medical Center's overall goal attainment. From these, the annual incentive goals are derived.

Organizational and Nursing Strategic Themes (2011-2017)

Advance Clinical Excellence

Broaden the Impact of our Clinical Expertise

Advance Premier Research

Educate for the Future

Foster an Outstanding Team

Financial Sustainability

Strengthen Image & Community Partnerships

Nursing Strategic Themes, Goal and Strategies (2011-2017)

Themes (Areas of Focus)	Goals (What we want to accomplish)	Strategies (Actions we will undertake)
Advance Clinical Excellence	Goal 1-Provide high-quality, accessible, patient-centered care	Provide compassionate, patient-centered care through Relationship-Based, Primary care.
	Goal 2-Strive for nursing sensitive quality Indicators that exceed national benchmarks	Monitor, analyze and develop actions to improve HCAHPS scores related to nursing
		Benchmark with CaINOC, NDNQI, Press Ganey, and NHSN with the goal to maintain the mean above the benchmark mean for the majority of units for the majority of quarter.
		Continue to monitor, analyze and implement actions to improve performance compared to national benchmarks.
		Maintain focus on falls prevention, pressure Ulcer prevention, hospital acquired infection, patient satisfaction, and medication safety.
Broaden the Impact of Clinical Expertise	Goal 3-Foster professional development	Support shared governance model
		Encourage participation in professional nursing organizations, conference attendance and publication.
		Foster the professional advancement of nursing by providing organizational support for certification and education as evidenced by: <ul style="list-style-type: none"> • An increase of 2.5% in the

Themes (Areas of Focus)	Goals (What we want to accomplish)	Strategies (Actions we will undertake)
		<p>percentage of BSN prepared nurses over the 4 year redesignation period</p> <ul style="list-style-type: none"> An increase in the percentage of nurses certified in a recognized specialty by 2% over the 4 year redesignation period.
	Goal 4-Foster excellence in clinical practice	Coordinate nursing care across the continuum of care
		Continue to facilitate evidence-based nursing
Advance Premier Research	Goal 5-Identify and promote nursing research strengths at UC Irvine Healthcare	Provide the research infrastructure and increase resources available to support high-quality research.
	Goal 6-Promote translational research	Strengthen translational research that builds upon strong basic science and enhances collaboration between basic science and clinical researchers.
		Foster greater collaboration with the UC Program in Nursing Science.
Educate for the Future	Goal 7-Place UC Irvine at the forefront of nursing education	Continue to be the hospital of choice for nursing student clinical experiences and preceptorships.
	Goal 8-Provide outstanding educational experiences for new graduate nurses, new hires, and current staff	<p>Continue to provide didactic and clinical instructors to the UC Program in Nursing Science</p> <p>Develop novel instructional technological solutions that enhance</p>

Themes (Areas of Focus)	Goals (What we want to accomplish)	Strategies (Actions we will undertake)
		educational experiences for nursing.
Foster an Outstanding Team	Goal 9-Establish strong, consistent, and committed leadership.	Cultivate the next generation of institutional leadership.
	Goal 10- Recruit and retain top-quality nursing staff: Increase percentage of BSN prepared staff	Recruit BSN prepared nurses and provide opportunities for current staff to obtain BSN: <ol style="list-style-type: none"> 1. Tuition reimbursement 2. Flexible scheduling 3. Enter into MOUs that provide tuition reduction to UC Irvine RNs.
	Goal 11-Instill a culture of pride, accountability and teamwork across the nursing.	Develop New Graduate Nurse Residency Program
	Goal 12- Foster exceptional staff engagement	Strengthen teamwork across nursing
Financial Sustainability	Goal 13-Create a culture of philanthropy	Participate in Gallup Engagement Survey and develop strong Impact Plans
	Goal 14-Develop a sustainable financial future for nursing	Strengthen fundraising opportunities
Strengthen Image & Community Partnerships	Goal 15-Enhance the image and strengthen the identify of UC Nursing	Market educational offerings to community to generate revenue
	Goal 16-Establish strong collaboration and partnerships through Orange County and the region.	Maintain Magnet Designation
		Continue to build strong, collaborative partnerships within the community.