

UNIVERSITY OF CALIFORNIA, IRVINE INTEGRATED

UC IRVINE MEDICAL CENTER

&

SUE & BILL GROSS SCHOOL OF NURSING

STRATEGIC PLAN

Clinical Program Goals Revised

11/13/2017

CLINICAL PROGRAM GOALS

- Create a UCI Nursing* infrastructure for clinical excellence to:
 - Improve quality of care, safety, the care experience
 - Support a positive financial future
 - Improve health outcomes for individuals, families, and communities.

***UCI Nursing includes UCIMC and Sue & Bill Gross School of Nursing faculty**

OBJECTIVE #1 Develop an inter-professional and inter-disciplinary care model for ambulatory practice and education		
Strategies	Tactics	Outcomes
1. Identify national models of nursing care that improve quality of care, safety, and the care experience	a. Survey models of care utilized by our community partners b. Identify national, state and local resources for building collaborative practice and education	i. Develop an interprofessional practice and education model for UCI Nursing* ii. Identify a new nursing model of care that would benefit patient safety, quality and the experience.
2. Improve health outcomes for individuals, families, and communities by enhancing the quality of clinical care and patient safety	a. Establish practice and performance improvement goals based on national benchmarks and ANCC Magnet requirements b. Disseminate quality data to nursing leadership and frontline nursing throughout all clinical sites via standardized dashboards and committee structure	i. Establish a Nursing Quality Council by 6/2018 ii. Nurse sensitive indicator data will meet the ANCC Magnet requirements by 4/2018 iii. Attain top quartile in nurse sensitive indicator metrics by 6/2019 iv. 80% or greater alignment of nursing practice between UCIMC and UC San Diego by November 2017 i. Nursing dashboards developed, disseminated, electronically available and posted (monthly, quarterly, annually based on data availability) by 12/2017 ii. Track the incident reports in the Safety Quality Incident System (SQIS) related to the transition from QUEST to EPIC beginning 12/07/2017

<p>3. Enhance the inpatient and ambulatory patient experience to improve health outcomes and the overall patient satisfaction for individuals, families, and communities</p>	<p>c. Compare nursing practice, protocols and policies between UC San Diego and UCIMC to develop an alignment and standardization to ensure evidence-based practice is supported during the transition to EPIC</p> <p>d. Enhance team effectiveness and teamwork skills to improve quality of care and patient safety</p> <p>a. Establish patient experience improvement goals based on national benchmarks and ANCC Magnet requirements</p> <p>b. Disseminate patient experience data to nursing leadership and frontline nursing throughout nursing clinical sites via standardized dashboards and committee structures Develop and implement a Patient/Family Advisory Council</p> <p>c. Explore the feasibility of implementing the role of Chief Experience Officer to provide oversight to patient, visitor, and employee experiences</p>	<p>i. Communication and team training completed by 12/2019</p> <p>i. Nurse sensitive patient experience indicator data will meet the ANCC Magnet requirements by 4/2018</p> <p>ii. Attain top quartile ranking in nursing satisfaction, engagement, culture of safety, and healthy work environment metrics by 6/2019</p> <p>iii. Will have 1 faculty member seated in each of the Hospital Wide Councils (e.g. Practice, Professional Development, Research and Nurse Exec Councils and Advanced Practice Council) by 1/2018</p> <p>iv. Patient/Family Advisory Council implementation by 6/2018</p> <p>i. Patient Experience dashboards with a focus on nursing sensitive indicators developed, disseminated, electronically available and posted (monthly, quarterly, annually based on data availability) by 4/2018</p>
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4. Facilitate a healthy work environment to enhance engagement, satisfaction, and overall well-being of the nurse
 - a. Establish improvement goals based on national benchmarks for engagement, culture of safety, and healthy work environment metrics
 - b. Disseminate Nursing Satisfaction, Engagement, Culture of Safety, and Healthy Work Environment data to nursing leadership and frontline nursing throughout nursing clinical sites via standardized dashboards and committee structures
 - c. Initiate the communication and team training organizationally
 - d. Initiate evidence-based strategies to prevent and mitigate incivility, bullying, and workplace violence to promote RN health, safety, wellness, and satisfaction
 - e. Explore the feasibility of participating in the “ANA Healthy Nurse, Healthy Nation” initiative
 - f. Identify strategies, determine gaps, and recommend interventions to ensure a positive clinical experience for the nursing student
 - g. Enhance UCI Nursing participation within shared governance councils and organizational committees to promote higher level engagement
 - h. Implement the Just Culture Policy to ensure balanced accountability for both individuals and the organization
 - i. Enhance the image and strengthen the identity of UC Magnet nurses:
 - i. Healthy Work Environment dashboards with a focus on nursing sensitive indicators will be developed, disseminated, electronically available and posted (monthly, quarterly, annually based on data availability) by 6/2018
 - ii. Track number of strategies implemented to prevent and mitigate incivility, bullying, and workplace violence annually beginning in 6/2018
 - iii. Feasibility plan for “ANA Healthy Nurse, Healthy Nation” initiative complete by 12/2017
 - iv. Just Culture Policy approved and implemented by 12/2017
 - v. Marketing plan will be developed by 6/2018
 - vi. Select visibility elements in place by 4/2018

<p>5. Pilot innovative / best practice care models</p>	<ul style="list-style-type: none"> • Work with Marketing to increase visibility of Magnet status around campus • UCI Nursing initiative and successes presented to the Managers and Supervisors Forum on a routine scheduled determined by CNO <p>a. Build partnership with community leaders in transition care provision</p> <p>b. Offer community pilot awards that engage community leaders as educators</p> <p>c. Identify full-range of team-members from UCI, including nurses, social work, pharmacy, dieticians, FMT, PT, OT and Community Health Workers</p>	<p>i. Pilot a Transitional Care model in collaboration with the School of Medicine and an UCIMC Nurses in the UCI Ambulatory space by 1/2019</p> <p>ii. Increase patient satisfaction among patients seen in the transitional care model by 1/2019</p> <p>iii. Improved outcomes among patients seen in the transitional care model by 6/2019</p> <p>iv. Increase in instructors from UCIMC dedicated to the teaching of nursing students by 12/2017</p>
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OBJECTIVE #2 Transform nursing care delivery models from Inpatient to Community settings with Faculty Practice		
Strategies	Tactics	Outcomes
1. Develop a partnership between UCI Nursing, School of Medicine, Public Health and Pharmacy Science programs to develop an integrated interdisciplinary faculty practice	a. Leadership identified across faculty and partners	i. Faculty practice integrates a model of nurses collaborating to practice to the full scope of their license in conjunction with other health professionals
2. Build Business Model for Faculty Practice	<p>a. Design novel interprofessional care models to leverage the expansion of Advanced Practice Registered Nurse (APRN) practice in the inpatient and community settings</p> <p>b. Explore telehealth opportunities for financial viability and patient satisfaction</p> <p>c. Create APRN Shared Governance Council</p>	<p>i. Expand faculty practice to become a center for research innovation in nursing at UCIMC and Sue & Bill Gross School of Nursing</p> <p>ii. Development of novel transitional delivery models of care, incorporating expanded NP/APRN nursing role and interprofessional partners by 6/2018</p> <p>iii. APC Nursing Council developed and meetings started by 10/2017</p> <p>iv. A telehealth/eICU model will be developed and considered by 12/2018</p>
3. Ensure fiscal stability while ensuring unparalleled quality and value to our patients, community, and healthcare purchasers	<p>a. Implement and monitor cost containment strategies in labor and supplies</p> <p>b. Establish a Nurse Staffing Effectiveness Committee with representation from front-line nursing staff, nurse leaders, and faculty</p>	<p>i. Participation from each nursing director in a Monthly Operational Review with the CNO at a minimum of quarterly to report labor and supply savings to OT leaders by 6/2018</p> <p>ii. Nurse Staffing Effectiveness Committee implemented by 6/2018</p>

RESEARCH PROGRAM GOALS

- Improve health outcomes for individuals, families, and communities by developing a vibrant Academic-Practice Partnership to lead transformative and interprofessional research that:
 - Advances the science of nursing
 - Inspires real-world solutions to health and healthcare delivery challenges
 - Improves quality and safety of the patient care experience and nursing satisfaction
- Build a culture and infrastructure of transformative and interprofessional research excellence among academic nurse scholars, UCI Nursing*, UCI students, and clinical partners across UC Irvine Health to sustain the Magnet culture
- Be leaders in research that improves the quality of life for individuals, families, and communities through innovative nursing practice

***UCI Nursing includes UCIMC and Sue & Bill Gross School of Nursing faculty**

OBJECTIVE #1 Enhance the scholarship and mentorship of UCI Nursing* and Interprofessional partners *UCI Nursing includes Sue & Bill Gross faculty and UCIMC Nurses		
Strategies	Tactics	Outcomes
1. UCI Nursing to collaborate with College of Health Sciences faculty to advance clinical research on quality and safety	1. Form Steering Committee with members from SON faculty and UCIMC Nursing Research Council to plan and start building academic-practice research infrastructure 2. Build organizational structure to support UCI Nursing* research 3. Create a Nursing Research Consortium in collaboration with other UCs to promote a UC-wide research conference	i. Steering Committee formed by 12/2017 ii. Create a series of modules to build the research knowledge base for UCI Nursing and partnering colleagues <ul style="list-style-type: none"> a. Two of six modules by 12/2018 b. Full set of six modules completed by 6/2019 c. Design and pilot test an evaluation of research module by 6/2019 iii. Steering Committee to develop recommendations for implementing processes at UCIMC that promote a culture of scholarship <ul style="list-style-type: none"> a. Research needs assessment conducted at UCIMC by 3/2018 b. UCI Nursing* to initiate top two research studies by 6/2018 c. Potential funding sources for first two projects identified by 9/2018 d. Mechanism established for providing pilot awards to support research by 12/2018 e. Process established to support dissemination of research findings by

1/2019

- f. Plan for Dedicated Research Unit at UCIMC developed by 6/2019
- g. Establish a UCI Nursing Center for Research Excellence (NCRE) that advances nursing science in advancing clinical research on quality and safety by 12/2019
- iv. Steering Committee identifies other UC SON colleagues to collaborate on UC-wide Nursing Research Consortium by 6/2018
- v. UCI Nursing demonstrates productive scholarship by securing competitive funding and publishing peer-review papers and presentations by 12/2018
- vi. UCI Nursing shares research in quarterly colloquia beginning in 7/2018
- vii. Meet ANCC Magnet research requirements by 12/2020

TEACHING PROGRAM GOALS

- Become global leaders in innovative, interprofessional leadership and training programs that promote:
 - Delivery of safe, quality health care
 - Healthy transitions into the community
 - Improved population health outcomes
 - Excellence in the Magnet culture
- Build a vibrant Academic-Practice Partnership to advance the education of UCI Nursing* and nursing students to prepare a diverse group of nursing professionals who provide excellent care in an evolving healthcare environment.

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Lead the delivery of innovative, timely, and socially-relevant academic programs to educate professional nurses from novice to expert as leaders in nursing education, research and the practice of compassionate healthcare delivery			
OBJECTIVE #1	Strategies	Tactics	Outcomes
	1. Establish support programs to engage student success.	a. Assess feasibility of ADN-BS pipeline with community college collaborators then continuing in UCI-SON	i. Create a joint curriculum with community colleges in Orange County to allow streamlined enrollment of ADN prepared nurses to the BS program by 6/2018
	2. Strengthen and grow practice education partnerships between nursing and UCIMC to leverage clinical expertise for student education	a. Increase the number of BS- and MSN-prepared UCIMC nurses who become clinical instructors, and/or higher advancements in time, and attain volunteer faculty appointments for supporting the clinical training of UCISON students b. Enhance clinical placement slots of UCI-SON nursing students at all levels c. Design a Dedicated Education Unit (DEU) at UCIMC that integrates the use of Dedicated Clinical Instructors	i. A Clinical Instructor Workshop for UCIMC nurses by 6/2018 ii. Train 5-10 new UCIMC nurses as nursing instructors with joint appointments annually beginning 6/18 iii. Offer an Educational Certification Training Program for MSN-prepared UCIMC nurses by 9/2018 iv. Obtain funding for training programs by 6/2018 v. Increase the number of UCISON students provided clinical slots annually at UCIMC by 9/2017 vi. Operationalize a DEU at UCIMC by 1/2020

OBJECTIVE #2 **Strengthen current academic interprofessional education clinical learning activities to incorporate all levels and Health Sciences schools/programs**

Strategies	Tactics	Outcomes
<p>1. Build a strong Academic Practice Partnership that promotes exemplary professional practice and increased opportunities for collaborative training with a focus on safety and quality care in hospitals and population health for individuals and families in communities</p>	<p>a. Create interdisciplinary teaching among COHS professionals (e.g., educational modules, co-training in simulation or clinical arena, or co-taught courses)</p> <p>b. Develop a Center for Quality, Safety and Experience in conjunction with UC Irvine Health and UCI Schools of Medicine, Pharmacy, and Public Health</p>	<p>i. Create an Advisory Council of interprofessional leaders to collaborate in designing the APP by 1/2018</p> <p>ii. One IPE course to be taught initially by 9/2018, and an additional course selected each year and over the next five years</p> <p>iii. Creation of a UCI Nursing Education Subcommittee which guides curriculum enhancement in Safety, Quality and Satisfaction by 1/2018</p> <p>iv. Initiate a program for the Nursing Center for Safety, Quality, and Satisfaction by 9/2018</p> <p>v. Linkage of PhD and DNP students in teaching and research opportunities at UCIMC</p>
<p>2. Provide outstanding educational experiences and professional development opportunities for the new graduate nurse, new hire nurse, transferring nurse, and current staff with a focus on safety and quality of care</p>	<p>a. Enhance clinical orientation and educational programs</p> <p>b. Create interdisciplinary teaching and education among UCIMC nursing, physicians, and ancillary staff. (e.g., educational modules, co-training in simulation or clinical arena, or co-taught courses)</p> <p>c. Enhance professional development opportunities to meet the institute of Medicine and ANCC Magnet Program educational preparation goals and specialty certification targets</p> <p>d. Create innovative professional development opportunities to encourage ongoing career growth and effective succession planning</p>	<p>i. Conduct an annual review of orientation and educational programs by 3/2018</p> <p>ii. Develop an action plan for enhancement of clinical orientation and educational programs by 3/2018</p> <p>iii. Create and conduct one interdisciplinary educational module for nurses in orientation by 6/2018</p> <p>iv. Create and conduct a minimum of one interdisciplinary simulation experience for nurses in orientation by 1/2019</p> <p>v. Develop and implement “Bridges to Excellence” shadowing experience for nurses looking to explore other nursing specialties by 1/2018</p> <p>vi. Redesign and standardize the transition program for nurses transferring to a new specialty by 3/2018</p> <p>vii. Increase the percentage of BSN or higher prepared nurses to meet the IOM goal of 80% by 2020</p> <p>viii. Increase the percentage of specialty certified nurses by 2% annually</p> <p>ix. Develop formalized succession planning program for nursing leadership and staff by 2/2018</p>