



North  
Kansas City  
Hospital

# Nursing Strategic Plan

FY2019-2022



The Nursing Strategic Plan, created in collaboration between clinical care nurses and nurse leaders, sets our proactive course for the next three years. It defines our goals and our strategies for achieving them. It also recaps the milestones and accomplishments we've achieved.



Since our last strategic plan, we:

- Exceeded national benchmarks for Patient Experience, Patient Outcomes and RN satisfaction the majority of the time in the majority of practice areas
- Had a successful Joint Commission Survey
- Expanded Calm-P training
- Implemented the Security Assistance Needed policy and procedures
- Earned accreditation for our heart failure program
- Celebrated with Home Health staff for obtaining the Premier Provider Award for being among the top 5% in the nation for patient satisfaction
- Strongly participated in the 2017 March of Dimes Nurse of the Year Awards with more than 60 nominations, three of which were recognized as Nurse of the Year in their category
- Honored 29 DAISY Award® winners

This year, we plan to complete the upgrade of our nurse call system and receive accreditation for our stroke program. With these accomplishments and our desire to advance the profession, our Nursing Division has created a practice environment worthy of the prestigious Magnet® designation. We will continue to progress through a shared vision and goal setting.

Please take time to read our updated strategic plan and familiarize yourself with our goals and strategies. By working together toward continued excellence in patient outcomes, patient experience and nursing practice, we can achieve core excellence, which benefits our patients, our organization and ourselves. Thank you for your commitment to nursing. Your contributions are truly a significant part of the positive difference we make.

Sincerely,

A handwritten signature in cursive script that reads "Sarah Oakley".

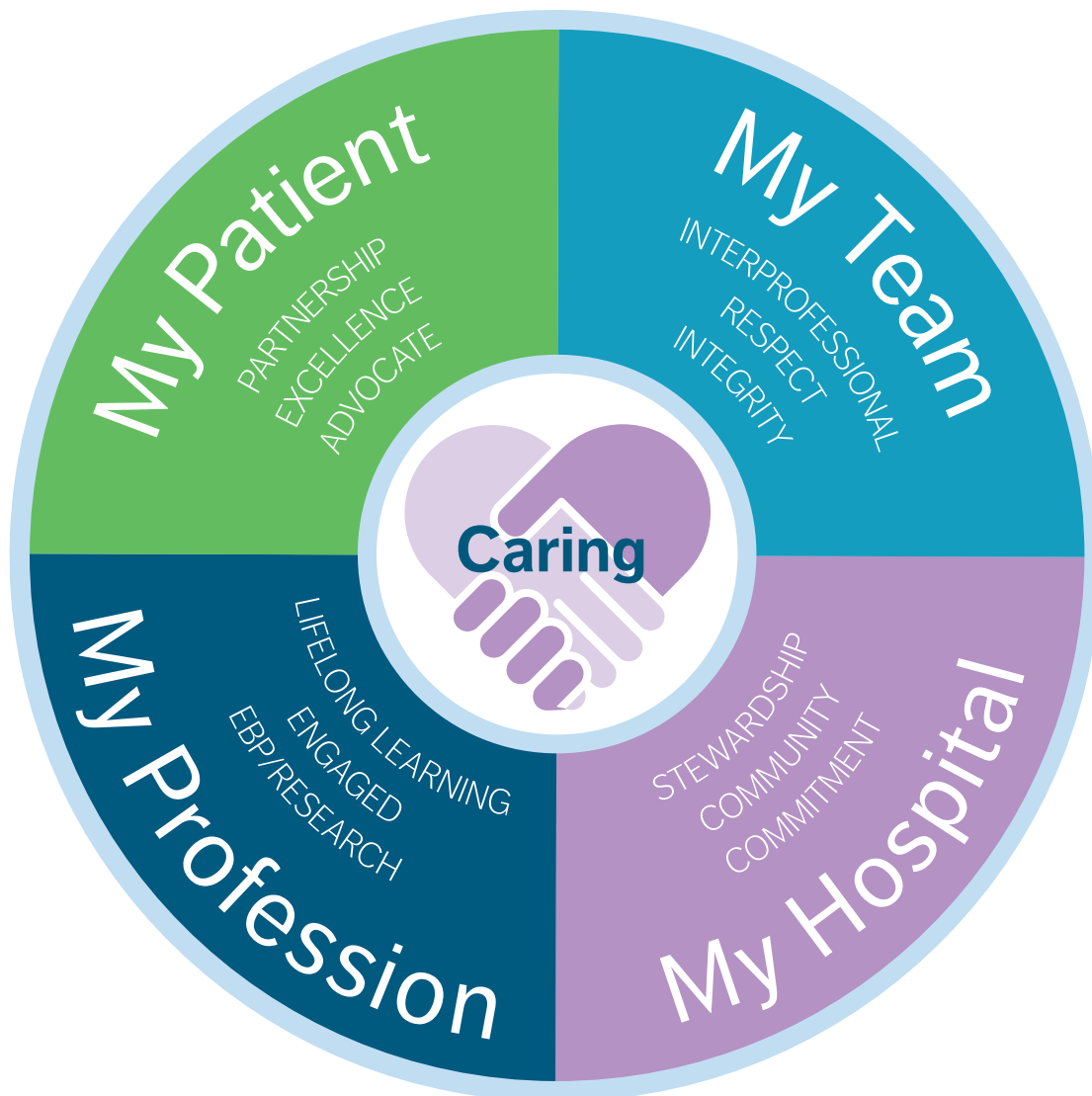
Sarah Oakley, RN, MSN, NEA-BC  
Chief Nursing Officer

# Our Process

The Nursing Strategic Plan aligns with North Kansas City Hospital's Strategic Plan. Both documents focus on being the employer of choice, the provider of choice, meeting the needs of our community and ensuring the hospital's financial stability.

# Our Practice Model

In 2017, we revised our professional practice model to reflect contemporary nursing practices throughout our organization. The PPM illustrates how nurses practice, collaborate, communicate and develop professionally to provide the highest quality of care for our patients.



# Our Care Delivery System

NKCH nurses practice using a patient- and family-centered care delivery system. This approach is grounded in mutually beneficial partnerships among patients, families and healthcare professionals. It drives the planning, delivery and evaluation of the care we provide. Patient- and family-centered care is guided by four principles: Dignity and Respect, Information Sharing, Participation and Collaboration.

# Our Vision

We provide exceptional care to every life we touch by following the highest standards of nursing ethics.

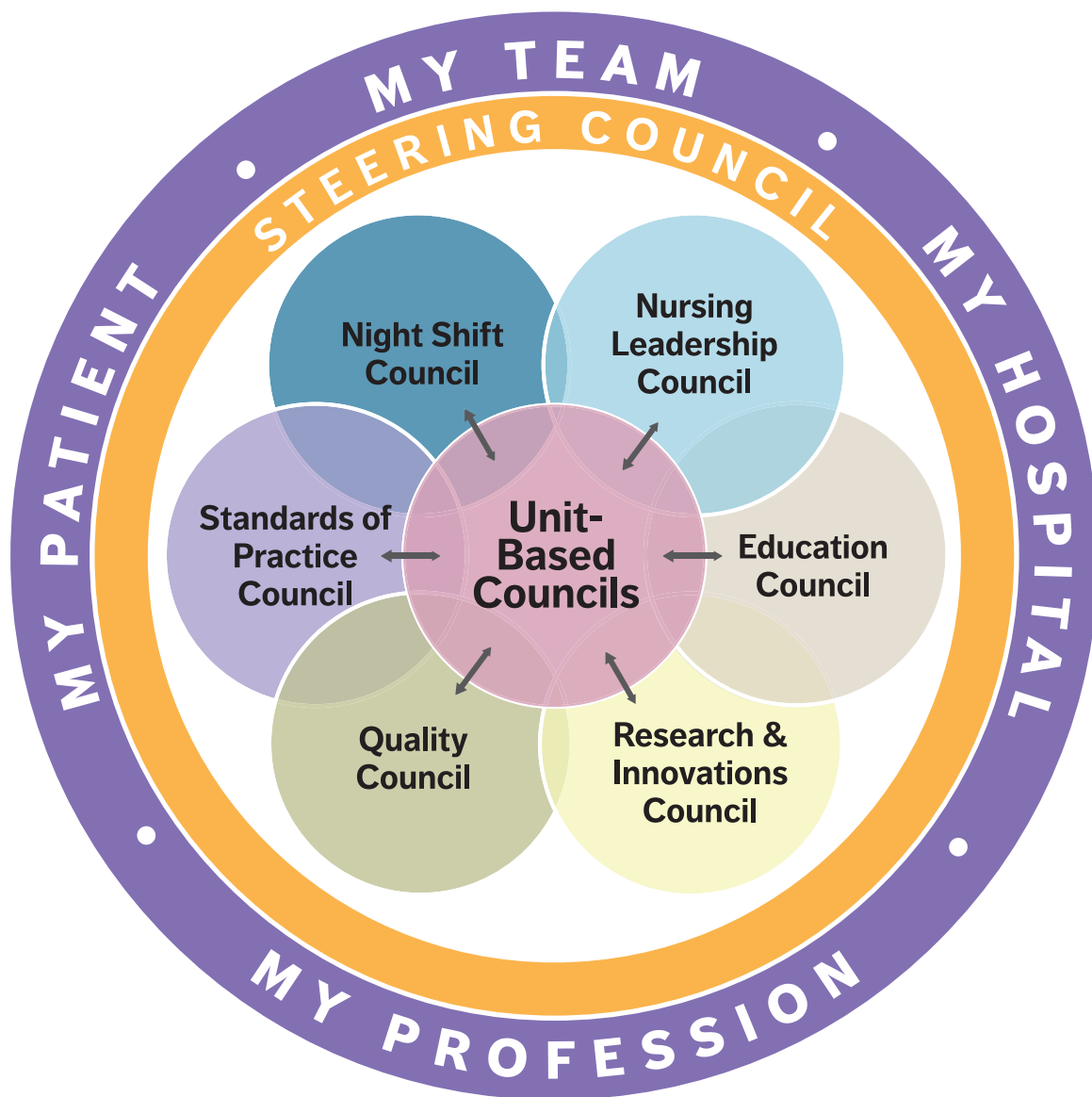
# Our Commitment

We strive for continuous improvement of our practice environment and ourselves through ongoing learning and professional development. We're dedicated to active involvement in shared governance, nursing research and supporting each other. We also strive to create an environment that continually questions our practice, adds new knowledge to our profession, and shares in decision-making and accountability.

# Shared Governance

North Kansas City Hospital's Shared Governance model encourages nurses to express and manage their practice with a higher level of professional autonomy and collaboration.

Shared Governance establishes principles of professional engagement and encourages ownership in decisions affecting practice, quality and competence. It creates a decision-making partnership between staff and management, increases staff and patient satisfaction, and supports collaboration between direct care nurses and nurse leaders.



# Core Excellence

## AREAS OF STRATEGIC FOCUS

The Division of Nursing, through its shared governance structure and multidisciplinary collaboration, directs its resources toward achieving core excellence in patient care, patient experience and the practice environment. We align our nursing goals with the quality and outcome goals set by North Kansas City Hospital's Board of Trustees, and we address the priority areas identified by clinical nurses and nurse leaders.

In addition to core excellence, these goals reflect a strategic focus on financial stability; tools and resources for nursing practice; and nurse involvement in promoting community health.

# Excellence in Outcomes of Patient Care

Excellence in patient outcomes is evidenced by consistently exceeding national benchmarks for rates of hospital-acquired infections, wounds and falls. It includes achieving hospital goals for quality, safety, accreditation, regulatory compliance and financial stewardship. Our registered nurses promote and improve the health of our community – a critical outcome for our nurses and organization.



## GOALS

Outperform the National Database of Nursing Quality Indicators benchmark scores for the nurse-sensitive indicators.

Meet or exceed the CMS Sepsis Core Measure national benchmark for bundle compliance.

Achieve the Board of Trustees' annual goals for quality outcomes and patient safety.

Conduct at least two IRC-approved nursing research projects annually.

Ensure all organization-level committees involved with patient safety, quality and outcomes have at least one direct care RN appointee.

Increase RN community volunteerism, both in the hours volunteered and the percentage of RNs who participate in volunteer opportunities.

Support 100% participation of nurse leaders in health-related, nonprofit community service annually.

Improve care delivery to patients with acute psychiatric and/or substance abuse withdrawal symptoms through increased education and preparation of clinical nurses who regularly interact with those patient populations.

Hardwire patient- and family-centered care.



## STRATEGIES

Evaluate current practice for gaps, and hardwire evidence-based best practice projects as indicated (nursing units).

- Use nationally recommended “bundles” such as CAUTI, VAE, CLABSI and Sepsis.
- Perform hourly safety rounds.
- Conduct bedside shift reports.
- Implement best-practice fall prevention strategies (No pass zone, low beds, etc.)
- Optimize white board use.

Continue engaging clinical staff in conducting performance improvement and EBP projects.

Continue highlighting nursing quality unit-based projects, successes and innovations.

Implement ePortfolio™ to track RN community service.



# Excellence in the Patient Experience

Excellence in the patient experience is evidenced by consistently exceeding national benchmarks for nursing patient satisfaction measures and by achieving the Board of Trustees' goals for overall patient satisfaction.



## GOALS

Outperform national benchmarks for nurse-sensitive patient satisfaction measures.

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Achieve the Board of Trustees' annual goals for overall patient satisfaction (division level).

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Implement leader rounding at all levels (patient care supervisor, director, senior director and vice president).

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Improve discharge process.

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Support and extend Language of Caring principles.

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Increase clinical nurse participation in the development and implementation of systems and processes that reduce the 30-day patient readmission rate.

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## STRATEGIES

Promote quiet time use.

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Improve the discharge planning process by implementing interprofessional huddles.

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Evaluate patient education software/depart process.

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Implement proactive discharge planning measures.

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Improve discharge planning coordination.

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Increase transparency and understanding of efficiency and outcome measures (VBP, HAC, NDNQI, Press Ganey, etc.)

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Ensure clinical nurse participation on the Patient Experience Advisory Council.

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# *Say it with heart.*

Heart-Head-Heart

The Practice of Presence

Acknowledging Feelings

Showing Caring Nonverbally

Explaining Positive Intent

The Blameless Apology

The Gift of Appreciation

Say It Again with Heart

From Good to Great



# Excellence in Nursing Practice and the Practice Environment

Excellence in nursing practice and the practice environment is evidenced by consistently exceeding national benchmarks for RN satisfaction, implementing EBPs, ensuring an effective shared governance structure, and contributing new knowledge to nursing through research.



Achieve 90% participation in RN satisfaction surveys.

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Outperform the NDNQI benchmark scores for RN satisfaction.

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Achieve the Board of Trustees' annual goals for 1) employee satisfaction based on the percentage of employees who take the survey, and 2) for the hospital's mean score to be at or above the national norm (unit and hospital level).

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Reach staffing levels of at least the 50th percentile for our NDNQI comparison group for at least 75% of the benchmarked quarters (unit level).

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Maintain a Magnet-controllable RN turnover rate below 5% (division level).

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Decrease nursing work-related injuries by 5% or more (measured by cost) by 2022.

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Fill at least 85% of shared governance unit and global council RN representative seats each year.

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Create an environment rich in meaningful recognition through programs and activities that acknowledge the contributions of nurses (monthly DAISY Award, team DAISY Award, March of Dimes, Certification Day, Nurses Day, etc.).

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Nominate at least 20 RNs for the March of Dimes Nurse of the Year Awards each year.

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Increase the percentage of professionally-certified registered nurses among those eligible by an average of 2% per year over three years. Once percentage is >51%, then the goal is to maintain a >50% certification rate.

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Support structures and processes that help attain and/or maintain Magnet designation.

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Provide ongoing support to promote an 80% BSN workforce by 2020.

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## STRATEGIES

Encourage participation in the Career Advancement ladder.

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Continue the Bedside Leaders and Level Up programs.

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Continue the Nurse Residency program.

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Support unit certification goals (strategies by unit).

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Budget for direct care nurses to attend educational opportunities (unit level).

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Ensure uninterrupted meals for the majority of shifts.

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Support hourly rounding so nurses have more time at the bedside/fewer call lights.

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Replace the Nurse Call system.

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Include direct care RN input on technology strategy and evaluation.

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Implement and evaluate technology tools and workflow based on the expertise and feedback of direct care nurses.

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Expand Calm-P offerings.

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Reduce injuries to nurses and patients by implementing the American Nurses Association's Safe Lifting and Mobility Standards.

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Improve the process for direct care RN peer review.

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Strengthen shared governance at the global and unit-based council levels.

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Optimize software to improve acuity-based assignment decisions.

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Communicate staffing strategies and successes.

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Support the application and award process, and support one nonprofit nursing humanitarian/healthcare trip or local activity per year.

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