# 2018-2021 VUMC Nursing Strategic Plan

## Mission
To partner with patients, families, the community, and other disciplines to advance health and wellness throughout the lifespan and across the continuum of care through excellence in nursing care, education, and research.

## Vision
To be known as a national leader in nursing practice, education and research in all nursing roles, specialties, and settings.

## Core Values
- Individual Engagement in Health and Wellness
- Patient and Staff Safety
- Quality Patient Care
- Shared Decision Making
- Continuous Learning and Professional Development
- High Workforce Engagement
- Intentional Diversity and Inclusion
- Financial Stewardship
- Evidence Based Nursing Practice
- Transformational Leadership
- Improving Community Health
- Interprofessional Collaboration and Communication

## Nursing Objectives

**Goal 1:** Build and Support the Workforce
1. Enable all frontline staff to practice at the top of their license with competencies to deliver exceptional patient care
2. Build a pipeline of future workers that supports emerging care delivery models and enhances diversity and inclusion
3. Create a practice environment that supports staff wellness and safety

**Goal 2:** Strengthen Staff Engagement and Transformational Leadership
4. Strengthen frontline staff engagement and organizational influence through shared decision making
5. Build existing and emerging leader knowledge and capability

**Goal 3:** Optimize Patient Outcomes
6. Create a patient experience built on principles of patient and family centered care
7. Ensure continuity in the provision of care across the continuum while optimizing outcomes

**Goal 4:** Create Nursing Models to Improve the Health of Populations
8. Identify and develop nursing models appropriate to targeted patient populations
9. Develop innovative alternatives for access to healthcare

## Key Initiatives

### Goal 1: Build and Support the Workforce

1a. Strengthen the impact of professional nursing practice through building percentage of BSN prepared and specialty certified nurses
1b. Implement an Ambulatory Care model that supports top of license practice and innovative nurse roles
2a. Sustain and enhance exemplary nurse residency and transition to practice programs through national accreditation
2b. Increase the pool of diverse candidates for entry level clinical and leadership positions
3a. Equip staff to effectively and safely care for evolving patient populations
3b. Increase resources that promote the holistic wellness of staff

### Goal 2: Strengthen Staff Engagement and Transformational Leadership

4a. Increase frontline influence through organizational awareness, greater participation in shared governance practices, and the use of innovative communication methods
4b. Build meaningful recognition and retention programs that link reward structures to organizational goals
5a. Broaden access and participation in development opportunities for nurses at all levels
5b. Advance transformational leadership through the targeted development of leadership competency and intentional succession planning

### Goal 3: Optimize Patient Outcomes

6a. Engage nurses in the broader patient experience to capture patient perspectives and drive key improvements
6b. Engage patients and families as partners through the design of personalized nursing care processes
6c. Strengthen nursing competence to promote patient activation
7a. Increase the capability and capacity of nurses to holistically manage the physical, emotional, and social determinants of health
7b. Create a system to ensure safe, timely, efficient, and effective transitions in care

### Goal 4: Create Nursing Models to Improve the Health of Populations

8a. Define and implement the role of the professional nurse in a multi-disciplinary team that supports targeted patient populations
8b. Expand utilization of care coordination
9a. Increase provision of primary and specialty care through the deployment of advanced practice nurses
9b. Leverage the use of telehealth to improve access to healthcare