A Rapid Transformation: Nursing Strategic Alignment Post Merger

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In 2011, All Children’s Hospital entered into a strategic alignment with Johns Hopkins Health System. This merger inspired our journey toward embracing a shared mission and vision beginning with strategic alignment. Nursing quickly recognized our capacity to operationalize key components to the overall strategic plan and accepted this transformational call to action.

Our successful implementation of an integrated strategic plan is due to nursing’s ability to impact outcomes while navigating the hospital’s cultural transformation. The development of the nursing strategic plan began in 2013 with a group of nurse leaders. Their task was to interpret how nursing practice can influence and contribute to the success of the overall health system strategic plan. Those interpretations were converted to 13 goals which were shared with direct care providers. Smaller staff work groups developed ideas to guide our progress. The final result was 5 overarching goals with defined strategies, tactics, and metrics. The plan has been deployed through our shared governance structure and each tactic has an assigned partner or council accountable for progress. On a monthly basis, this plan is reviewed by nurse executive council to report accomplishments, identify barriers, coordinate resources, and maintain momentum towards goal achievement.

**Objectives**

Translate and impact the overall Johns Hopkins Strategic Plan, the All Children’s Strategic Plan, the Nursing Professional Practice Model, and the Magnet Model into a meaningful and actionable 5 year focused initiative for the nurse leaders and bedside care providers.

Create a roadmap of optimal impact on the overall goals of the organization so that nursing could influence necessary change and contribute to the success of the strategic plan.

**Innovation**

This innovative approach to strategic planning is evident in the defined alignment and linkage between four potentially competing initiatives. The nursing strategic plan brings together the health system’s strategic framework, hospital goals, the Magnet model, and the nursing professional practice model into one document that provides a blueprint for success.

**Lessons Learned**

Repeat: Our focus on achievements that provide the greatest benefit to patient care assist us in prioritizing goals, strategies and tactics during a time of constant change. Our success thus far is dependent on taking into consideration the need for multidisciplinary collaboration, redistribution of resources, flexibility, and including direct care team members in the plan development.

Change: As our plan evolves, we have the opportunity to implement changes and incorporate our lessons learned such as considering engaging patients and families in strategy and tactic development and partnering on the front end with community stakeholders for plan implementation.

**Next Steps**

By no means are these 5 goals our final destination. This integrated nursing strategic plan is just the beginning of our journey from ordinary to extraordinary. As we continue to monitor and modify our strategies and tactics, we substantiate nursing’s impact on population health and improvement in children’s health care.