

A Rapid Transformation: Nursing Strategic Alignment Post Merger

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Introduction

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

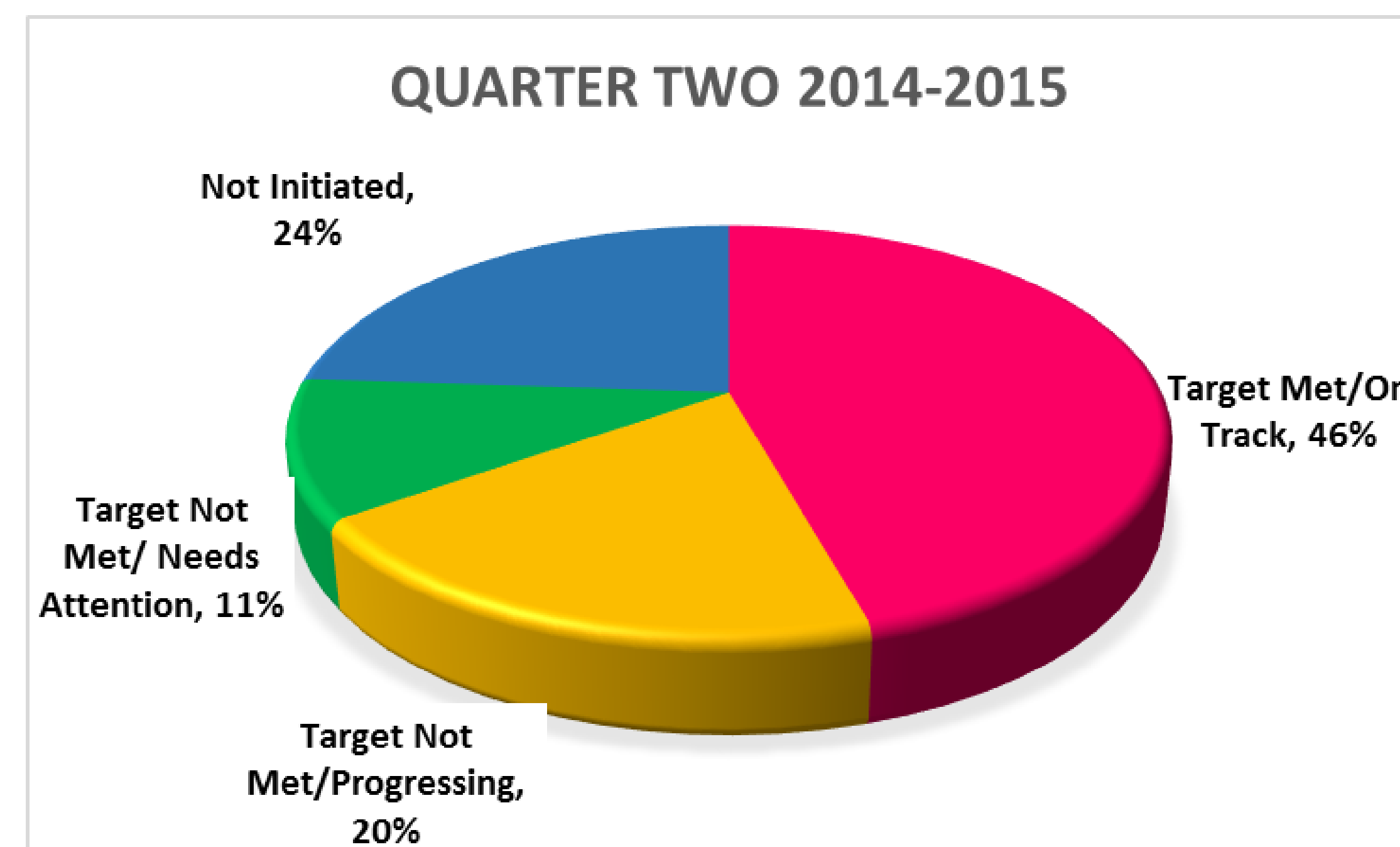
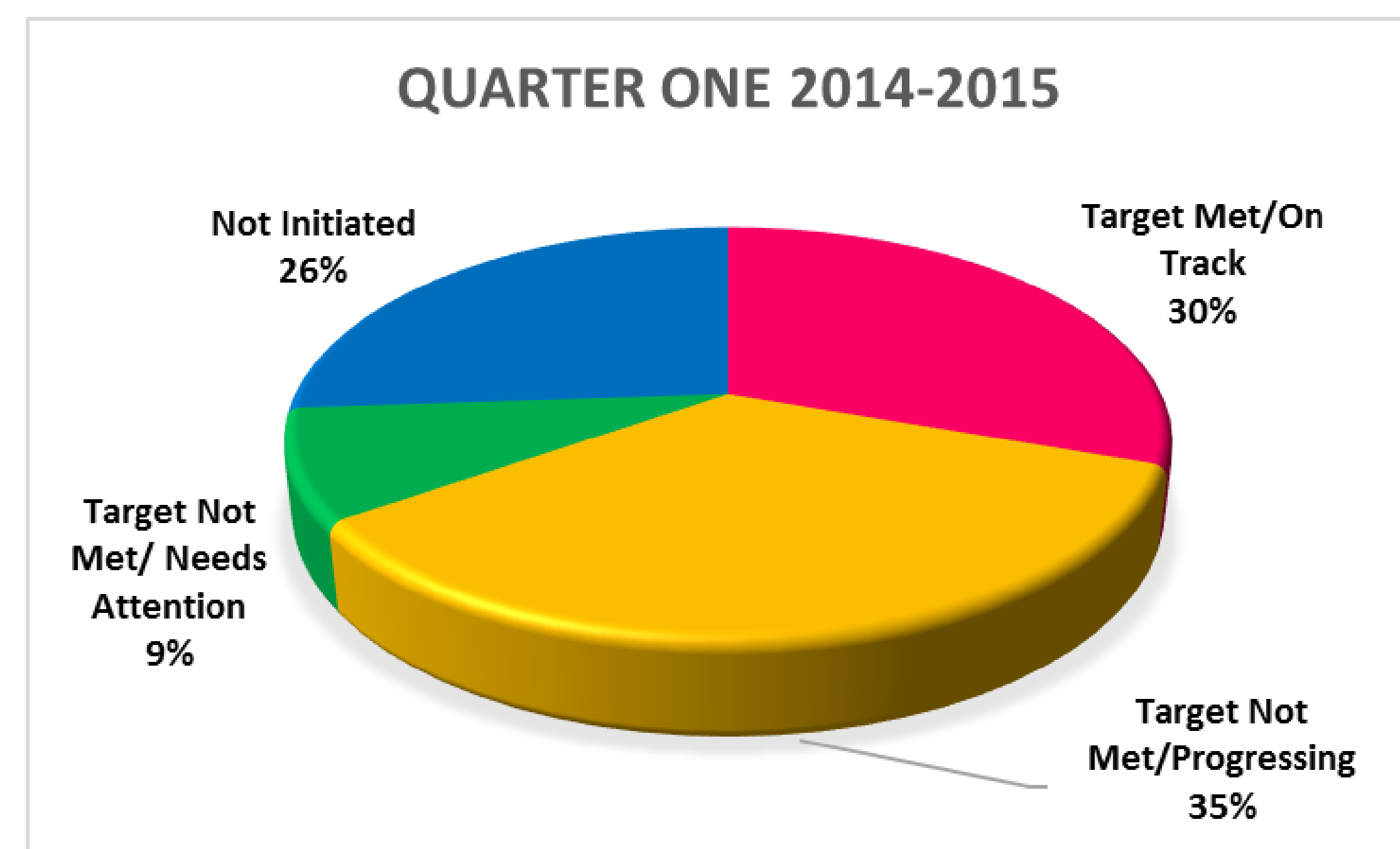
Repeat: Our focus on achievements that provide the greatest benefit to patient care assist us in prioritizing goals, strategies and tactics during a time of constant change. Our success thus far is dependent on taking into consideration the need for multidisciplinary collaboration, redistribution of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

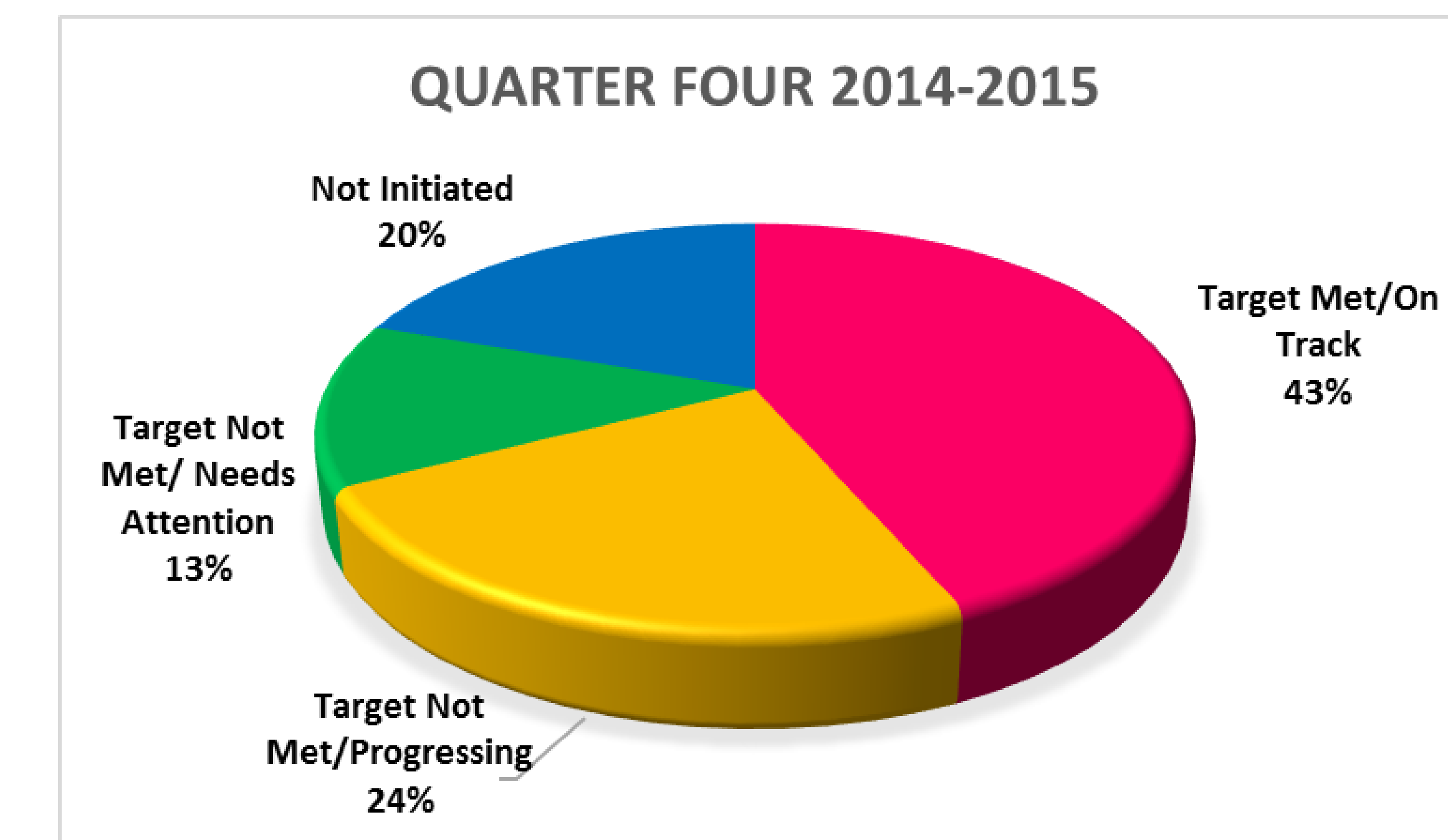
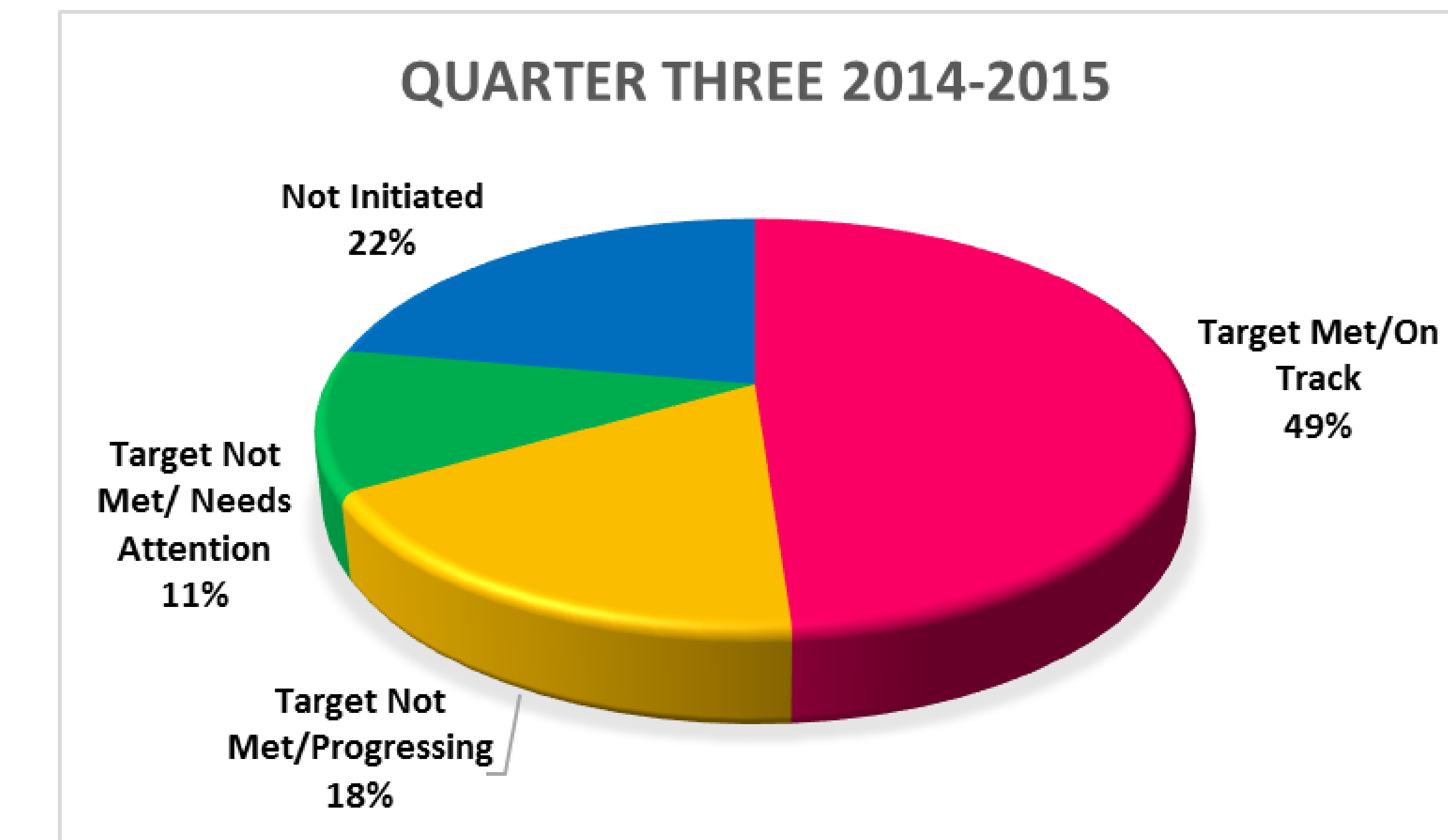
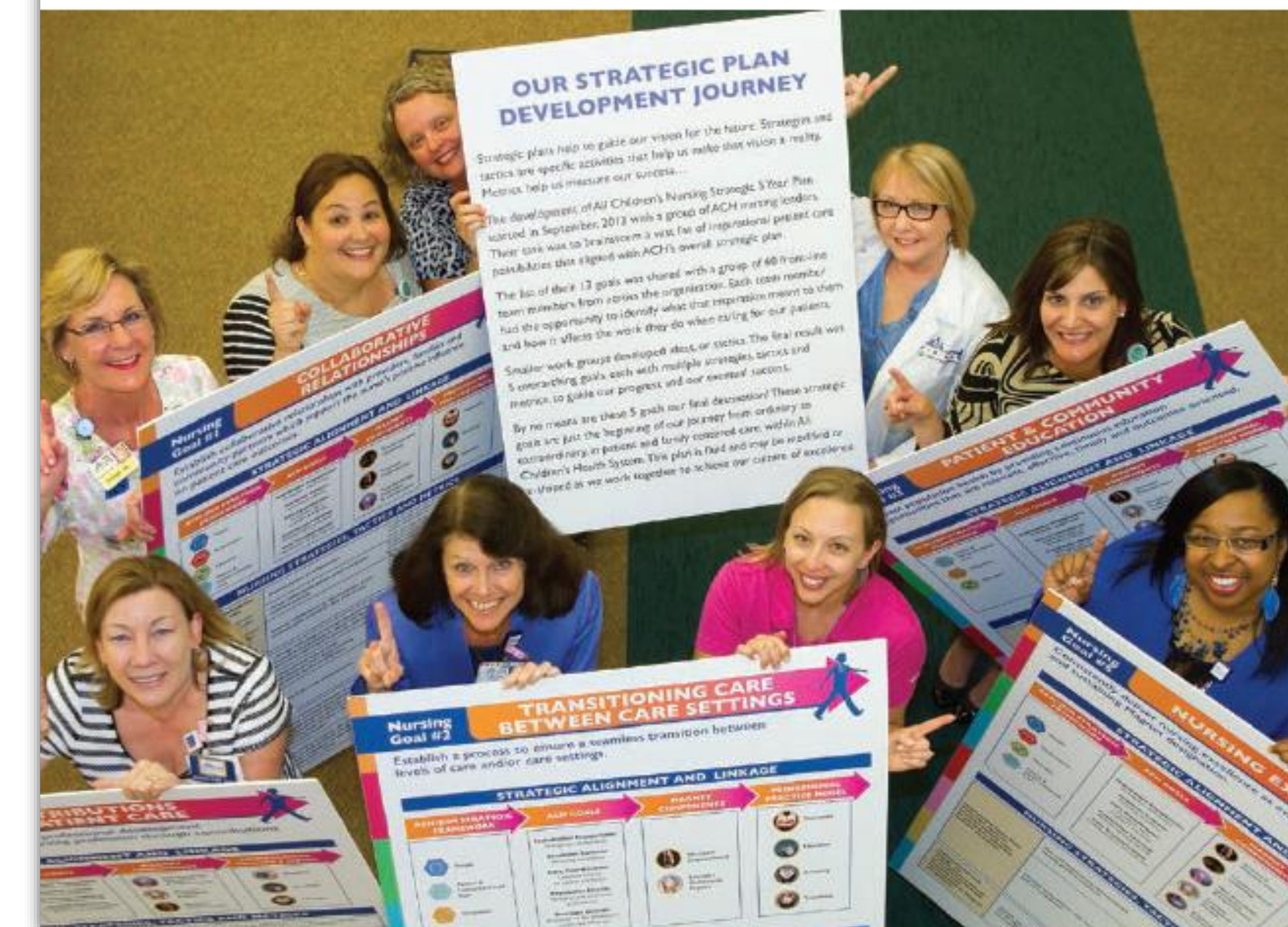
By no means are these 5 goals our final destination. This integrated nursing strategic plan is just the beginning of our journey from ordinary to extraordinary. As we continue to monitor and modify our strategies and tactics, we substantiate nursing's impact on population health and improvement in children's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

Analysis and Outcomes



Strategic goals help to guide our vision for the future. Strategies and tactics are the specific activities that help us make that vision a reality.

The development of All Children's Nursing Strategic Five Year Plan began in September 2013 when a group of nursing leaders gathered to brainstorm and create a list of inspirational patient care possibilities that aligned with the hospital's overall strategic plan. Senior leadership developed a list of 13 goals that was then shared with a group of 60 front-line team members from across the organization. Each team member had the opportunity to discuss what each inspirational goal meant to them and how it affects the work they do when caring for our patients.



Nursing Goal #1	Nursing Goal #2	Nursing Goal #3	Nursing Goal #4	Nursing Goal #5
COLLABORATIVE RELATIONSHIPS Establish collaborative relationships with providers, families and community partners which support the nurse's positive influence on patient care outcomes.	TRANSITIONING CARE BETWEEN CARE SETTINGS Establish a process to ensure a seamless transition between levels of care and/or care settings.	PATIENT & COMMUNITY EDUCATION Impact population health by providing continuous education opportunities that are relevant, effective, timely and outcomes oriented.	CONTRIBUTIONS TO PATIENT CARE Demonstrate a commitment to professional development and the advancement of the nursing profession through contributions to practice.	NURSING EXCELLENCE Consistently deliver nursing excellence as evidenced by achieving and sustaining Magnet designation.
STRATEGIC ALIGNMENT AND LINKAGE ACH/JHM STRATEGIC FRAMEWORK: People, Performance, Education, Patient & Family-Centered Care ACH GOALS: Stakeholder Engagement, Academic Culture, Care Coordination, Continuous Learning, Care Transformation MAGNET COMPONENTS: Transformational Leadership, Structural Empowerment, New Knowledge, Innovation, Exemplar Professional Practice PROFESSIONAL PRACTICE MODEL: Teamwork, Education, Advocacy, Treatment	STRATEGIC ALIGNMENT AND LINKAGE ACH/JHM STRATEGIC FRAMEWORK: People, Patient & Family-Centered Care, Integration ACH GOALS: Stakeholder Engagement, Academic Culture, Care Coordination, Continuous Learning, Care Transformation MAGNET COMPONENTS: Structural Empowerment, New Knowledge, Innovation, Exemplar Professional Practice PROFESSIONAL PRACTICE MODEL: Teamwork, Education, Advocacy, Treatment	STRATEGIC ALIGNMENT AND LINKAGE ACH/JHM STRATEGIC FRAMEWORK: Patient & Family-Centered Care, Integration, Education ACH GOALS: Stakeholder Engagement, Academic Culture, Care Coordination, Continuous Learning, Care Transformation MAGNET COMPONENTS: Structural Empowerment, New Knowledge, Innovation, Exemplar Professional Practice PROFESSIONAL PRACTICE MODEL: Teamwork, Education, Advocacy, Treatment	STRATEGIC ALIGNMENT AND LINKAGE ACH/JHM STRATEGIC FRAMEWORK: People, Performance, Education, Patient & Family-Centered Care ACH GOALS: Stakeholder Engagement, Academic Culture, Care Coordination, Continuous Learning, Care Transformation MAGNET COMPONENTS: Transformational Leadership, Structural Empowerment, New Knowledge, Innovation, Exemplar Professional Practice PROFESSIONAL PRACTICE MODEL: Teamwork, Education, Advocacy, Treatment	STRATEGIC ALIGNMENT AND LINKAGE ACH/JHM STRATEGIC FRAMEWORK: People, Performance, Education, Patient & Family-Centered Care ACH GOALS: Stakeholder Engagement, Academic Culture, Care Coordination, Continuous Learning, Care Transformation MAGNET COMPONENTS: Transformational Leadership, Structural Empowerment, New Knowledge, Innovation, Exemplar Professional Practice PROFESSIONAL PRACTICE MODEL: Teamwork, Education, Advocacy, Treatment
NURSING STRATEGIES, TACTICS AND METRICS Establish collaborative relationships with providers, families and community partners... Increase culture of collaboration... Enhance the team communication...	NURSING STRATEGIES, TACTICS AND METRICS Investigate current bed utilization... Develop a Patient Engagement Center...	NURSING STRATEGIES, TACTICS AND METRICS Develop multidisciplinary education... Decrease language and culture barriers...	NURSING STRATEGIES, TACTICS AND METRICS Support Nursing's leadership... Advance the nursing profession... Participate in the advancement of the nursing profession...	NURSING STRATEGIES, TACTICS AND METRICS Plan and implement evidence-based... Develop transparency with nursing... Communicate and support...