# RRMC NURSING STRATEGIC PLAN

## RIVERSIDE REGIONAL MEDICAL CENTER

### 2021-2023

Riverside

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# MAGNET LEADERSHIP

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RIVERSIDE

# MISSION, VISION, AND CORE VALUES

## OUR MISSION

To care for others as we would care for those we love—to enhance their well-being and improve their health.

## VISION STATEMENT

Riverside is an integrated health system, trusted to provide people in our communities with care, and services that enhance their quality of life.

## CORE VALUES

» Trust earned through safety, quality of care, and service
» Teamwork, diversity, and respect
» Physician integration and leadership
» Deep community involvement
» Healthy growth and financial stability

## WINSHARE PROGRAM

WinShare is a program that lets eligible team members share in the success of Riverside.

## THE RIVERSIDE CARE DIFFERENCE

Our Riverside Care Difference is the way in which we deliver care and services— as a team—by putting our customer at the heart of all we do by continually addressing their expectations:

KEEP ME SAFE.

HELP HEAL ME.

BE KIND TO ME.

RESPECT MY WISHES.

Your investment in the Riverside Foundation enables us to provide the level of care our mission requires and our communities deserve.

# ORGANIZATION STRATEGIC PLAN

## PEOPLE

Support a culture that reflects our mission—caring for others as we care for those we love.

» 1.1 Support our team members by providing the necessary resources to continually improve and support their good work, and increase the eligible team members taking the employee engagement survey by 5 percentage points.

» 1.2 Improve Riverside provider engagement score and alignment, as measured by the Provider Engagement Survey (PES).

## INTEGRATION

Engage our customers and patients through seamless coordination of service, care, communications, and technology.

» 2.1 Further integrate iCare across the continuum with expanded functionality and implementation of the Beaker Laboratory module.

» 2.2 Continue to support improvements in patient outcomes, quality of care, workflow efficiency, and financial performance by adhering to Epic's Honor Roll Program.

## SAFETY, QUALITY & SERVICE EXPERIENCE

Deliver care that consistently supports our mission by ensuring every patient, resident, and customer receives the best clinical outcomes, highest quality of care, zero harm, and exceptional services.

» 3.1 Earn and maintain an excellent reputation and the loyalty of our patients and residents as measured by our satisfaction surveys, with a goal of achieving 75th percentile in the overall rating indicator.

» 3.2 Sustain and support an environment of continuous learning and improvement, where the principles of a fair and just culture are applied and evident throughout the organization—in which all team members feel empowered and responsible to take action for safety as measured by:

• Increase the percentage of positive responses to the AHRQ Survey on Patient Safety (SOPS) question that asks team members to rate their individual unit or work area with an overall safety rating, with "Excellent" or "Very Good" indicating a positive response.

- Reduce the total number of acute care hospital-associated infections as measured and defined by the CDC's National Healthcare Safety Network.

» 3.3 Promote and execute the most effective prevention, treatment, and operational practices that will lead to high reliability, including:

- Providing recommended, evidence-based care to every patient and resident, everywhere, every time.
- Preventing and reducing harm, with a goal of zero harm.
- Reduce utilization of non-beneficial care.

## GROWTH

Improve access to current services and programs while identifying and pursuing new areas of growth. Further enrich the reputation of the system by exceeding customer expectation and delivering on the Riverside Care Difference.

» 4.1 Maintain patient and resident volumes across our enterprise, with a 3 percent increase in new patient visits across Riverside Medical Group.

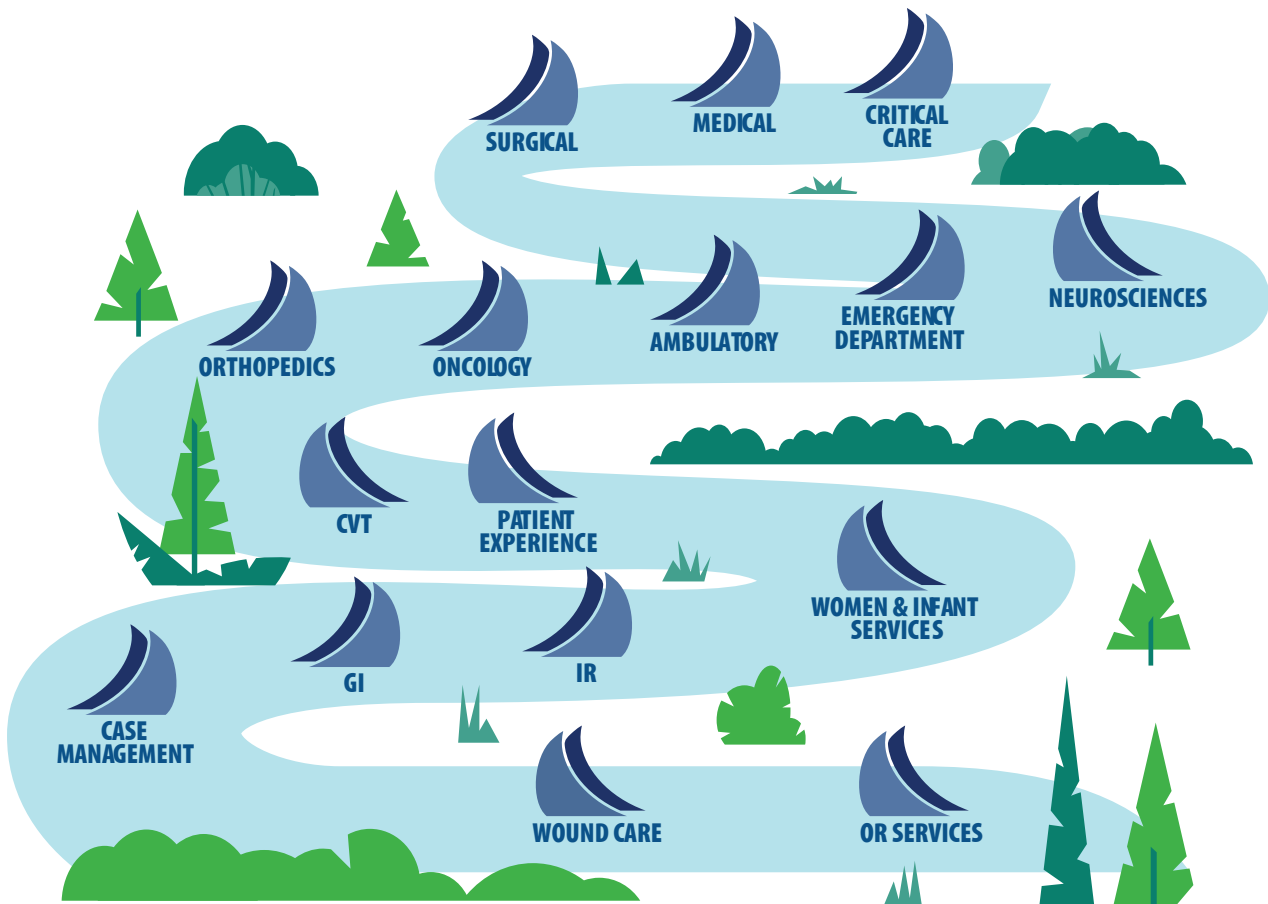» 4.2 Market share growth will mirror strategic plan and initiatives.

## FINANCE

Assure long-term service to the community by responsibly using resources and maintaining standards that ensure a strong credit rating.

» 5.1 Meet or exceed the approved 2022 operating income budget by understanding and accepting responsibility to act as good stewards of resources.

» 5.2 Strengthen the balance sheet, enabling current and future growth.

» 5.3 Deliver $4.25M in philanthropic support to further Riverside's mission. Your donations to the Riverside Foundation allows Riverside to reach and make an impact to patients, residents, and our communities.

# JOURNEY TO MAGNET

JOURNEY TO
MAGNET
EXCELLENCE

AMERICAN NURSES
CREDENTIALING CENTER

## THE JOURNEY IS IN THE ADVENTURE



SURGICAL

MEDICAL

CRITICAL
CARE

NEUROSCIENCES

ORTHOPEDICS

ONCOLOGY

AMBULATORY

EMERGENCY
DEPARTMENT

CVT

PATIENT
EXPERIENCE

WOMEN & INFANT
SERVICES

GI

IR

CASE
MANAGEMENT

WOUND CARE

OR SERVICES

Transformational Leadership

Exemplary
Professional
Practice

New Knowledge,
Innovations, and
Improvements

Structural Empowerment

## RIVERSIDE
Regional Medical Center

One Journey, *One Team*

# SHARED GOVERNANCE

## REGIONAL COUNCILS

**Encompass 4 Magnet Pillars*

» Professional Practice & Development Council
» Magnet Ambassador Council
» Nursing Patient Safety and Quality Council
» EBP, Research, Advancement & Education

## UNIT-BASED COUNCILS

## NURSING LEADERSHIP COUNCIL

## CLINICAL PRACTICE FORUMS

**System Wide*

» Emergency Services
» Critical Care
» Surgical Services
» Medical/Surgical
» Oncology

» Ambulatory Care
» Nursing Research
» Education
» Birthing & Family Services

## NURSE EXECUTIVE COUNCIL

Unit - Based Complex Councils

Nursing Leadership & Coordinating Council

Health System Clinical Practice Forums

Regional Councils

Nurse Executive Council

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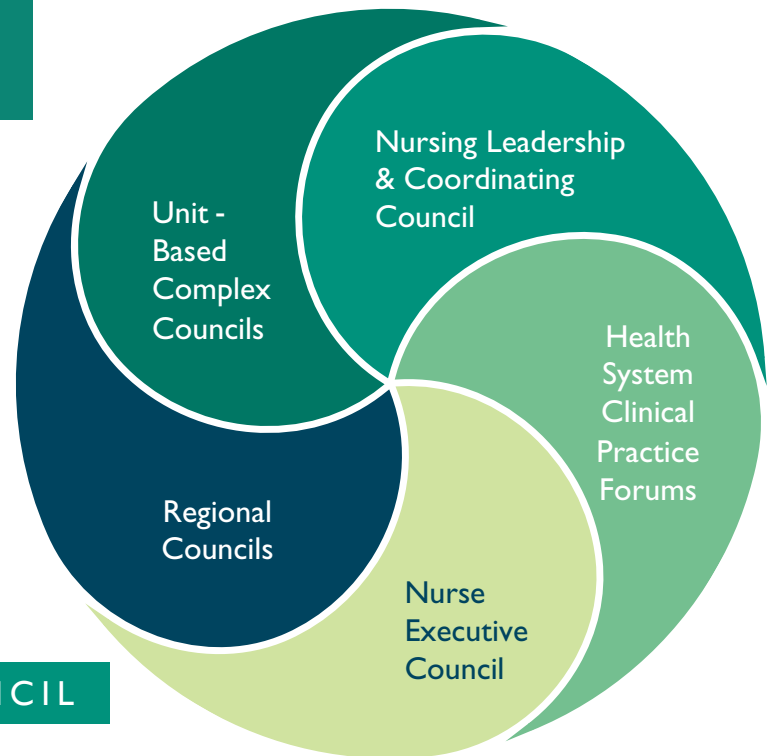
# TRANSFORMATIONAL LEADERSHIP

- Create an **inclusive work environment,** in which staff can practice at the highest level and feel physically and psychologically safe.

- Ensure **efficient & effective use of resources** across the enterprise.

- Foster nursing engagement to **ensure professional success for all nurses** across the organization.

    » Implement and adopt RHS professional practice model (PPM)

    » Succession and Mentorship planning and development

    » Improve communication and visibility between leadership and staff, utilizing formal rounding, face-to-face, and virtual methods.

    » Reduce RN vacancy rate below national average

    » Reduce RN turnover rate below national average

    » Ensure all available professional development resources for nurses at all levels are advertised and offered continually.

    » Improve staff recognition for peers and leadership across all settings.

    » Develop innovative strategies to foster resiliency and decrease burnout.

# STRUCTURAL EMPOWERMENT

- Create strategies that promote professional collaboration, academic achievement, and career advancement in the context of an **ever-evolving learning culture**.

  » Restructure and increase/encourage participation of shared governance/collaborative practice

  » Develop a Formal Transition to Practice Program

  » Promote professional growth through clinical ladder

  » Increase percentage of professional specialty certifications

  » Progress towards BSN or greater nursing degree through recruitment and retention of high-quality nursing staff

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# EXEMPLARY PROFESSIONAL PRACTICE

- **Deliver safe and quality patient care** by applying the latest evidence, promoting autonomous practice, and using clinical data to prevent adverse events and improve patient outcomes.

- Develop and sustain **evidence-based interventions** to decrease the occurrence of patient safety events and improve nurse sensitive clinical indicators.

    » Increase nursing satisfaction above national average

    » Improve nurse-sensitive indicators (CAUTI, CLABSI, Falls, HAPI) to exceed national benchmarks and reduce infection rates

    » Reduce readmissions

    » Reduce average length of stay

    » Improve patient satisfaction by providing support and encouragement at all levels of nursing to enhance patient experience

# NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

- Support evidence-based practice and research across all settings by developing a **solid infrastructure and providing resources.**

  » Promote growth of the Nurse Residency Program (NRP) projects

  » Incorporate EBP into Polices, Procedures, and Protocols

  » Develop and implement resources to support nurses at all levels in EBP, abstract, publication writing, and research design implementation

  » Heighten scholarly dissemination

  » Improve alignment of care across the continuum

  » Implement a nursing microsite to enhance nursing and community awareness of our foundation to create a culture of excellence

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