

# 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
<ul style="list-style-type: none"><li>Individual Engagement in Health and Wellness</li><li>Patient and Staff Safety</li><li>Quality Patient Care</li><li>Shared Decision Making</li><li>Continuous Learning and Professional Development</li><li>High Workforce Engagement</li><li>Intentional Diversity and Inclusion</li><li>Financial Stewardship</li><li>Evidence Based Nursing Practice</li><li>Transformational Leadership</li><li>Improving Community Health</li><li>Interprofessional Collaboration and Communication</li></ul>

Goal 1: Build and Support the Workforce	Goal 2: Strengthen Staff Engagement and Transformational Leadership	Goal 3: Optimize Patient Outcomes	Goal 4: Create Nursing Models to Improve the Health of Populations
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Nursing Objectives			
1. Enable all frontline staff to practice at the top of their license with competencies to deliver exceptional patient care	4. Strengthen frontline staff engagement and organizational influence through shared decision making	6. Create a patient experience built on principles of patient and family centered care	8. Identify and develop nursing models appropriate to targeted patient populations
2. Build a pipeline of future workers that supports emerging care delivery models and enhances diversity and inclusion	5. Build existing and emerging leader knowledge and capability	7. Ensure continuity in the provision of care across the continuum while optimizing outcomes	9. Develop innovative alternatives for access to healthcare
3. Create a practice environment that supports staff wellness and safety			

Key Initiatives			
1a. Strengthen the impact of professional nursing practice through building percentage of BSN prepared and specialty certified nurses	4a. Increase frontline influence through organizational awareness, greater participation in shared governance practices, and the use of innovative communication methods	6a. Engage nurses in the broader patient experience to capture patient perspectives and drive key improvements	8a. Define and implement the role of the professional nurse in a multi-disciplinary team that supports targeted patient groups
1b. Implement an Ambulatory Care model that supports top of license practice and innovative nurse roles	4b. Build meaningful recognition and retention programs that link reward structures to organizational goals	6b. Engage patients and families as partners through the design of personalized nursing care processes	8b. Expand utilization of care coordination
2a. Sustain and enhance exemplary nurse residency and transition to practice programs through national accreditation	5a. Broaden access and participation in development opportunities for nurses at all levels	6c. Strengthen nursing competence to promote patient activation	9a. Increase provision of primary and specialty care through the deployment of advanced practice nurses
2b. Increase the pool of diverse candidates for entry level clinical and leadership positions	5b. Advance transformational leadership through the targeted development of leadership competency and intentional succession planning	7a. Increase the capability and capacity of nurses to holistically manage the physical, emotional, and social determinants of health	9b. Leverage the use of telehealth to improve access to healthcare
3a. Equip staff to effectively and safely care for evolving patient populations		7b. Create a system to ensure safe, timely, efficient, and effective transitions in care	
3b. Increase resources that promote the holistic wellness of staff			