

## What Will Nursing in Your Organization Look Like in 2020? Strategic Planning to Ignite the Ideal Future State. (Poster)

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# What Will Nursing in Your Organization Look Like in 2020?

## Strategic Planning to Ignite the Ideal Future State

Lehigh Valley Health Network, Allentown, PA

### Overview

Nurse executives must not only effectively influence other executive stakeholders and be key participants in organizational strategic planning, they must also be a knowledgeable, transformational leader who develops a strong vision in leading nursing services. This poster shares a 'future search' visioning process successfully utilized within an academic, community Magnet® hospital to define what nursing should look like and where it should be by 2020.

### Key Tactics

#### Steering Team

- 20 representatives from all internal nursing roles and levels; academic partners; community nurse leader
- Responsible to plan a two day retreat to develop common ground topics and vision statements for what nursing at LVHN will look like in 2020

#### 2-Day Retreat

- 170 LVHN nurses from all roles
- 10 community nurse leaders
- 10 community members and interprofessional colleagues
- Outcome - 13 common ground themes with LOTS of associated statements

#### Post-Retreat Work

- Retreat participants worked in 'common ground teams' to author vision statements

#### Dissemination

- 3' x 4' Vision Statement posters in each patient care area

*The desired future does not just happen;  
it results from careful thought and planning.*

Future for Nursing 2020	
Our future doesn't just happen. We create it. That's the reason 200 nurse colleagues gathered in 2014 to define what the future for professional nurses at Lehigh Valley Health Network should look like and should be by the year 2020. The resultant vision statements are a keystone of our professional practice model and achieved through commitment to Magnet® principles, PRIDE behaviors, patient- and family-centered care, and shared decision-making.	
COMMON GROUND THEME	VISION STATEMENTS
Relationships	<ul style="list-style-type: none"><li>▶ We have strong interprofessional relationships, evidenced by: collaboration, joint educational opportunities, collegiality and teamwork.</li><li>▶ We have care delivery models that promote accountability and standard work for all roles, allowing the RN to practice to the full extent of her/his education and training.</li><li>▶ We retain and recruit exemplary professional nurses through strategies communicated as meaningful by our nursing colleagues.</li></ul>
Wellness and Self-Care	<ul style="list-style-type: none"><li>▶ We role-model wellness, work-life effectiveness and self-care to our colleagues and community through utilization of network and other resources.</li><li>▶ We have a healthy work environment that fosters high-quality care, and staff and patient safety.</li></ul>
Education and Professional Development	<ul style="list-style-type: none"><li>▶ We have a workforce that has achieved the academic recommendations within the 2010 "Future of Nursing: Leading Change, Advancing Health" report.</li><li>▶ By 2020, 80 percent of nurses have, at a minimum, a baccalaureate degree in nursing</li><li>▶ By 2020, the number of nurses with a doctorate has doubled compared to 2014</li><li>▶ We have robust mentorship opportunities for clinical nurses, nurse managers, nurse leaders and advanced practice nurses.</li><li>▶ We have innovative, diverse and responsive methods to enable our nurses to attain and maintain professional nursing certification, prompting an annual increase in certified nurses.</li><li>▶ We demonstrate transformational leadership through clinical nurses, nurse managers, nurse leaders and advanced practice nurses serving in leadership positions for professional nursing organizations at the local, regional and national levels.</li></ul>
Communication	<ul style="list-style-type: none"><li>▶ We create seamless transitions throughout the patient care experience, embracing technology and standard communication methods.</li><li>▶ We promote personal and public awareness and knowledge about legislative health care and professional nursing issues. We collaborate with network government and legislative affairs, human resources and public affairs staff to advocate for and influence issues that impact the nursing profession.</li></ul>
Quality and Safety	<ul style="list-style-type: none"><li>▶ We provide safe, high-quality, evidence-based care, supported by nursing and interprofessional research and championed by nurse clinicians.</li><li>▶ We develop and apply transformative best practices to educate and coach patients to self-manage their health.</li><li>▶ We create the ideal patient- and family-centered experience to meet diverse needs of our population across the care continuum.</li></ul>
Value	<ul style="list-style-type: none"><li>▶ We comprehend the current state of health care economics which, in turn, drives our active engagement in strategies to maximize cost reductions and revenue enhancements.</li><li>▶ We maximize RN time with the patient and family through appropriate delegation, utilization of technology, lean principles and tools, and other innovations.</li><li>▶ We have cultivated new philanthropic sources and opportunities, while continuing to be good stewards of existing funds.</li></ul>
Population Health	<ul style="list-style-type: none"><li>▶ We have knowledge and awareness of the population health paradigm, emphasizing a whole-life approach that addresses cultural awareness and sensitivity.</li><li>▶ We assure nurses are familiar with and can access available resources for patients and families across the care continuum.</li><li>▶ We are a leader in population health through recognition and creation of expanded nursing role definitions and the ability to successfully transition nurses into innovative roles.</li><li>▶ We utilize trailblazing technology to achieve exemplary population health outcomes.</li><li>▶ We identify opportunities and implement strategies to screen, address and manage global and individual patient behavioral health issues impacting health outcomes of our community.</li></ul>

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### Making Our Vision a Reality

#### Nursing Strategic Vision Council

- Provide strategic oversight to assure vision statements are achieved

#### Vision Statement Facilitators

- 1 or 2 for each Common Ground Theme
- Ensure tactics defined and on track

#### Vision Statement Owners

- 1 or 2 for each statement
- Responsible for development and execution of tactics to achieve vision statement by 2020

#### Vision Statement Teams

- Identify empirical outcome metric(s) for each vision statement
- Define and implement tactics to achieve vision statements

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