

## **Strategic and Operating Plan**

Patient Care Services, which includes the Department of Nursing, has had a robust strategic and operating plan in place for the past eleven years. The Patient Care Services Strategic and Annual Operating Plan is comprised of two components. The first component is the **strategic plan**, which includes the cornerstone elements of the mission, vision, and long-term strategic goals. The second component is the **annual operating plan**, which consists of the organizational priorities, the teams accountable for translating the priorities and tactics into action, and the performance measurement criteria. Both components of the plan are influenced each year by the data generated from numerous sources including, but not limited to, the Staff Perceptions of the Professional Practice Environment Survey, patient satisfaction surveys, and the work of the Collaborative Governance committees.

## **Strategic Plan – long-term focus**

The **Strategic and Annual Operating Plan** is the basis upon which the Chief Nurse and the Department of Nursing is evaluated. Within the strategic framework are the MGH mission, Patient Care Services' vision statement and the long-term goals.

## **MGH Mission**

*Guided by the needs of our patients and their families, we deliver the very best health care in a safe, compassionate environment; we advance that care through innovative research and education; and, we improve the health and well-being of the diverse communities we serve.*

This four-pronged mission of practice, education, research and community serves as the foundation for the Patient Care Services (PCS) Vision, Guiding Principles, Nursing Philosophy, Professional Practice Model, and strategic plan.

## **Patient Care Services Vision Statement**

*As Nurses, Health Professionals, and Patient Care Service support staff, our every action is guided by knowledge, enabled by skill, and motivated by compassion. Patients are our primary focus, and the way we deliver care reflects that focus every day. We believe in creating a practice environment that has no barriers, is built on a spirit of inquiry, and reflects a culturally-competent workforce supportive of the patient-focused values of this institution. It is through our professional practice model that we make our vision a demonstrable truth everyday by letting our thoughts, decisions, and actions be guided by our values. As clinicians, we ensure that our practice is caring, innovative, scientific, and empowering, and is based on a foundation of leadership and entrepreneurial teamwork.*

## **Strategic Goals & Tactics**

Five strategic goals and tactics have been articulated for 2007-2008 to advance and support the organization's mission and Patient Care Services' vision.

### **1. Through the Patient's Eyes**

Goal: Seek the patient's voice to improve the care experience.

Tactics:

- Develop greeter program.
- Conduct direct patient interviews, focus groups, team interviews to identify what's working and not working from the patient's perspective.
- Expand the Patient Advocacy Center.
- Develop a new Patient Advocacy database.
- Conduct an assessment of the care environment to identify sources of noise and create a plan to minimize/alleviate unnecessary noise.

## 2. **Following the Evidence**

Goal: Achieve and sustain evidence-based quality indicators.

Tactics:

- Adhere to MGH/MGPO pay-for-performance measures for all levels in the organization.
- Adhere to Patients First and NDNQI staffing and nurse-sensitive indicator reporting requirements.
- Maximize use of electronic tools to meet quality indicators (e.g. electronic ordering for non-MDs; LMR training; electronic notes; and acute care documentation).

## 3. **Handle with Care**

Goal: Decrease patient and staff injuries through the use of safe patient-handling practices.

Tactics:

- Design array of training sessions to help staff make safe patient-handling decisions.
- Roll-out trapezes/ceiling lifts to replace frames for better patient positioning.

## 4. **Lean & Clean**

Goal: Provide a clean and clutter-free environment for our patients and staff.

Tactics:

- Establish a culture of a lean and clean environment.
- Launch a USA Staff Advisory group.
- Determine best practices and standards (internally and externally) for a clean and “clutter-free” environment.
- Support a recycling initiative to remove unnecessary items.
- Adhere to guidelines for using Calstat; add additional glove and Calstat dispensers in common areas.
- Assess patient and family waiting areas for furniture upgrades.

## 5. **Team PCS!**

Goal: Enhance teamwork to achieve excellence in care delivery.

Tactics:

- Foster a culture of interdisciplinary care through: grand rounds, focus groups and team building exercises. Learn from peer examples.
- Implement unit-based and department-based Cultural Rounds.
- Incorporate methodologies such as S-BAR, Lean Process Improvement, and Six Sigma to standardize team functions.
- Identify and share best practices.
- Promote advancement in the Clinical Recognition Program through intra-and interdisciplinary and intergenerational teamwork.

### **Annual Operating Plan - short-term focus**

The **Annual Operating Plan** addresses short-term tactical issues that establish priorities for the year, align priorities with long-term goals, guide decision-making, communicate goals, provide a framework for accountability, and evaluate the work through the performance measurement process. The development of the Annual Operating Plan is based on many feedback mechanisms including, but not limited to, staff and patient surveys, the upcoming fiscal year's budget, retreats, improvement teams, and internal and external influences. Components of the Annual Operating Plan include the organizational priorities, key initiatives, performance measures and improvement teams.

- Specific organizational priorities are determined each year. The priorities are areas of emphasis stemming from the long-term goals upon which Patient Care Services will focus efforts and resources for the given year. For 2008, a key area of focus will be on the clinical environment of care -- making certain that systems are in place to ensure that patients have quiet, supportive environment to receive care.

Performance measures are used to set goals for improvement, and monitor for sustained performance. Qualitative and quantitative methods are utilized to assess the overall effectiveness of the key initiatives. For instance, one qualitative method used by nursing leadership and Human Resources has been exit interviews. Other quantitative and qualitative methods include:

- Patient satisfaction surveys
- Clinical indicators
- Clinical narratives
- Staff Perception of the Professional Practice Environment survey
- Employee focus groups
- Employee safety indicators
- Environment of care surveys
- Filled positions
- Employee turnover rates
- Workload measures
- Financial indicators