

NHS NURSING STRATEGIC PLAN – A BLUEPRINT FOR NURSING 2006 - 2009

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NURSING THEME – DEVELOP AND IMPLEMENT A NHS NURSING STRATEGY

	GOALS	OBJECTIVES	MOST RESPONSIBLE PERSON	TIMELINES	Previous Status	2007 Q1 Apr-Jun	2007 Q2 July-Sep	2007 Q3 Oct-Dec	2008 Q4 Jan-Mar
1	Seek input from key stakeholders both internally and externally to develop a sustainable Nursing strategic work plan for the NHS	To conduct strategic planning days with broad representation from all dimensions of professional nursing practice including administrators (VPs, HPDs, Clinical Managers, Clinical Coordinators), clinical practice (Permanent Charge Nurses), academic partners (Brock University, nursing students), non-nursing leadership roles (Quality of Work life, Workforce Planning, Organizational Development, Risk Management, and nursing councils to seek their input on issues and trends relevant to nursing in order to create a nursing strategic work plan.	Tracy MacDonald Donna Rothwell	Sept 2006 Oct 2006 Nov 2006	●	●	●		
2	Select a Vision Statement For Nursing following the implementation of the Nursing Focus Groups	To conduct focus groups across the NHS with nurses to obtain their vote on the Nursing Vision that resonates the meaning of nursing to them.	Tracy MacDonald Donna Rothwell	December 4-15, 2006 Final date January 2, 2007	●	●			
3	Refine the Philosophy statement	To conduct focus groups across the NHS with nurses to obtain their feedback on the philosophy statement that resonates the meaning of nursing to them.	Tracy MacDonald Donna Rothwell	December 4-15, 2006	●	●			
		To conduct Nursing Grand Rounds to disseminate and communicate new Philosophy of Nursing and the Conceptual Framework for Professional Nursing Practice.	Tracy MacDonald Donna Rothwell		●	●			

Original Date: November 2006

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Created by: Tracy MacDonald, Chief Nursing Executive, Vice President Patient Services
and Donna Rothwell, Chief Nursing and Professional Practice Officer, Health Program Director Maternal Child Program

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4	Create a Conceptual Framework for Professional Nursing Practice	To utilize our strategic planning days with our Nursing Leadership members and other internal and external stakeholders to create a conceptual model for professional nursing practice. An attributes model that includes building a quality practice setting and professional attributes for nursing.	Tracy MacDonald Donna Rothwell Nursing Leadership	November – December 2006	●	●	●		
		To conduct Nursing Grand Rounds quarterly as a mechanism to disseminate and communicate Nursing professional practice information, transfer knowledge and seek input from front line nurses.	Donna Rothwell	April, 2007 Monthly	●	●			
5	Develop a plan to implement the Model of Care – Patient/Client Centered Care (PCCC) selected by nursing leadership within the NHS.	To select a Project Manager for a one year term to lead the implementation of our Model of Care – Patient/Client Centered Care.	Tracy MacDonald Donna Rothwell	Begin implementation plan January 2007	●				
		To develop strategies to integrate the Patient/Client Centered Care model into our operational systems, daily nursing practice, policies and procedures.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier Nursing Leadership		●	●			
		To utilize the Project Management Model to implement the Nursing Model of Care Delivery.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier		●	●			

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6	Develop a communication strategy to share and provide education on the new Vision, Philosophy and Model of Care for Nursing within the NHS	To create a public relations plan that clearly defines the profession and reflects nursing based on our new vision and philosophy statements for nursing.	Tracy MacDonald Donna Rothwell Nursing Leadership		●	●			
		To establish the image for nursing within the NHS that reflects professional nursing practice.	Tracy MacDonald Donna Rothwell		●	●			
	To promote a positive public perception of the role of nursing by profiling nursing through nursing and public publications.	Work collaboratively with the Communications Department to develop its nursing web site that will be current and up-to-date.	Communications Department Tracy MacDonald Donna Rothwell Debbie Smith and Pam Sheptenko (Chairs of NPDC)		●	●			
		To revitalize the Nursing Newsletter and distribute on a quarterly basis.			●	●			
To utilize every opportunity to profile Nursing Priorities provincially and nationally	To circulate the CNE/CNO Summary on a monthly basis to PPAC, NPPC, NPDC, all RNs, RPNs.	Donna Rothwell		●	●				

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7	To implement NHS Nursing Grand Rounds as an educational vehicle to promote excellence in nursing and evidenced based practice.	Develop a plan to provide Nursing Grand Rounds across the NHS. The purpose of these Nursing Grand Rounds will be to demonstrate our accountability and responsibility related to the NHS Nursing Strategy as well as to share related information and seek input from nurses across the NHS regarding the nursing strategy <ul style="list-style-type: none"> • April 2007 – Conceptual Framework for Professional Nursing Practice – D. Rothwell • Aug 2007 – RNAO BPG Pain Management – D. Smith, M. Hannah, C. Allen • Sept 2007 – Patient Client Centered Care – S. Payeur-Grenier/D. Rothwell • Oct 2007 • Nov 2007 • Dec 2007 – Leadership – T. MacDonald 	Tracy MacDonald Donna Rothwell Nursing Leadership NPPC NPDC		●	●			

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NURSING THEME – ENHANCING PROFESSIONAL PRACTICE AND DEVELOPING AND SUSTAINING NURSING LEADERSHIP

	GOALS	OBJECTIVES	MOST RESPONSIBLE PERSON	TIMELINES	Previous Status	2007 Q1 Apr-Jun	2007 Q2 July-Sep	2007 Q3 Oct-Dec	2008 Q4 Jan-Mar
8	Develop and sustain Nursing Leadership at all levels within the NHS	To implement the Healthy Workplace Initiative with our partners, (Brock University, Hotel Dieu Shaver) by utilizing the RNAO Best Practice Guideline (Developing and Sustaining Nursing Leadership) in providing education to our 75 Permanent Charge Nurses.	Nursing Leadership QWL, OD, Q & E Tracy MacDonald Donna Rothwell	Ongoing March 31, 2007	●	●			
		To nurture the leadership development of PCNs by conducting follow-up leadership sessions that will reinforce their understanding of the concepts into clinical practice (Fall 2007)	Tracy MacDonald Donna Rothwell			●			
		To enroll four (4) Nursing Leaders in the Dorothy Wylie Nursing Leadership Institute to assist them in developing core leadership competencies appropriate for their setting (May 2007).	Tracy Macdonald Donna Rothwell Patty Welychka Heather Gallagher Kim McNaughton			●	●		
		To plan, develop and disseminate to all key stakeholders, a mat/child and surgical program leadership project based on learnings from the Dorothy Wylie Nursing Leadership Institute	Mat/Child: Donna Rothwell/Heather Gallagher Surgical Program: Patty Welychka/ Kim McNaughton			●			

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8 (Cont'd)		To enroll four additional leaders from the Medicine Program into the Dorothy Wylie Nursing Leadership Institute in the Spring and Fall of 2008.	Tracy MacDonald Donna Rothwell				●		
		To develop opportunities for nurses to engage in professional nursing development by attending rounds, teleconferences, educational sessions.	Tracy MacDonald Donna Rothwell Q & E NPDC			●			
9	Share collaborative practice expertise and support collaboration across the various programs and departments.	To establish a journal club among clinical management to keep abreast of new knowledge and promote awareness of current nursing research.	Tracy MacDonald Donna Rothwell Nursing Leadership			●			
10	Enhance the scope of practice of all RNs, RPNs, RN (EC)s	RPN Medication Administration – Implementation Plan To distribute surveys to all RPNs December 2006 and analyze results.	Tracey Davey – Q & E Nursing Leadership Tracy MacDonald Donna Rothwell Subcommittee of NPPC (March 2007)			●	●		
		To work collaboratively with each Program to identify the implementation of enhanced scope of practice for RNs and RPNs based on their Service Delivery Model.	Donna Rothwell Sue Payeur-Grenier			●	●		
		Develop a sub-committee from NPPC to address the enhanced scope of practice for RNs and RPNs	Donna Rothwell Tracey Davey NPPC QWL		●	●			

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NURSING THEME – ENHANCING QUALITY PATIENT CARE

	GOALS	OBJECTIVES	MOST RESPONSIBLE PERSON	TIMELINES	<i>Previous Status</i>	2007 Q1 Apr-Jun	2007 Q2 July-Sep	2007 Q3 Oct-Dec	2008 Q4 Jan-Mar
11	To create a culture of PCCC throughout the organization using an interdisciplinary and inter-professional approach.	To begin the planning and implementation process of Patient/Client Centered Care through increasing awareness of this model of care delivery throughout the NHS.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier	January 2007	●	●			
		To establish an interdisciplinary Patient/Client Centred Care Steering Committee to guide and oversee the evolution of the model of care delivery.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier			●			
		In collaboration with RNAO's Center of Excellence, to conduct a series of educational workshops for Senior Leaders, Management, Charge nurses and the PCCC Steering Committee members to disseminate and transfer knowledge related to PCCC values, beliefs and key processes.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier RNAO Facilitators			●	●		
		To establish a PCCC Focus Group in the Mat/Child Program to further the development of Family Centred Care.	Donna Rothwell Sue Payeur-Grenier Cathy Buis Mat/Child Focus Group			●	●		
		To establish a Champions Network throughout the NHS to act as role models and disseminate PCCC information.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier			●	●		

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11 (Cont'd)		To submit ACPF (Advanced Clinical practice Fellowship) to RNAO to advance the integration of PCCC practices and processes into relevant programs.	Tracy Macdonald Donna Rothwell Sue Payeur-Grenier		●	●			
	To engage patients/clients/families together with health care providers in working together to improve quality of care.	To establish Focus Groups to engage patients/clients and families in discussions relevant to quality, and experience of care.	Tracy Macdonald Donna Rothwell Sue Payeur-Grenier		●	●			
	To reward and recognize nurses and other healthcare providers for Integrating the core values of PCCC into their practice.	To ensure that patients/clients and families are represented on all program accreditation teams.	Tracy Macdonald Donna Rothwell Sue Payeur-Grenier		●	●			
		To publicize patient/client centred care stories in the Nursing Newsletter.	Donna Rothwell Sue Payeur-Grenier		●	●			
		To develop a “Patient Thank you Card Project” to be published Nursing Week, May 2008.	Donna Rothwell Sue Payeur-Grenier		●	●			

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12	To promote evidence-based practice and excellence in nursing	To develop a plan to implement RNAO BPGs i.e., pain control, fall prevention, developing and sustaining nursing leadership.	Tracy MacDonald Donna Rothwell Nursing Leadership		●	●			
		To implement RNAO's BPGs to improve patient safety and quality of care	Tracy MacDonald Donna Rothwell		●	●			
		To maintain the RNAO's Spotlight Organization status through the implementation, evaluation and dissemination of RNAO's BPGs	Tracy MacDonald Donna Rothwell		●	●			

NURSING THEME – REVIEW AND REFINE THE NHS NURSING INFRASTRUCTURE

13	To ensure nursing infrastructure support the NHS nursing strategy.	To review our existing nursing and professional practice committee structures in relationship to its membership and terms of reference.	Tracy Macdonald Donna Rothwell		●	●			
		NPPC	Chairs of NPPC		●	●			
		NPDC	Chairs of NPDC		●	●			
		PPC	Chairs of PPC		●	●			
		To create an organizational structure to reflect reporting and accountability (Achieved and presented to MAC June 18, 2007)	Tracy MacDonald Donna Rothwell		●	●			

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14	Implement the HOBIC Project (Healthy Outcomes for Better Information and Care) Initiative as a Pilot site within LHIN 4 at the Douglas Memorial and Niagara-on-the-Lake sites.	To conduct interdisciplinary educational and training sessions to transfer knowledge in relation to: understanding of the HOBIC project, collecting data that is sensitive to nursing outcomes, data collection tools, and its application into clinical setting.	Debbie Smith Colleen Winger Mary Ann Deprinse Nursing Leadership		●	●			
		As a pilot site, to be able to share lessons learned with other health care providers and organizations.	Debbie Smith Colleen Winger Mary Ann Deprinse Nursing Leadership		●	●			
		To assist frontline nurses to develop patient/client care plans, and to evaluate the effectiveness of their interventions.	Debbie Smith Colleen Winger Mary Ann Deprinse Nursing Leadership		●	●			

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15	To assess the need for the development of generic nursing policies and procedures.	To conduct a survey with Nursing Leadership to assist in the assessment and prioritization of nursing policies and procedures. <ul style="list-style-type: none"> ➤ To create and implement nursing policies and procedures based on results of prioritization survey. ➤ To ensure all policies & procedures are patient/client centred and reflect current legislation, research, best practice, regulations, standards as outlined by the College of Nurses of Ontario ➤ To establish an approval process for the implementation of nursing policies and procedures ➤ To establish a mechanism to ensure policies and procedures are completed and reviewed on a quarterly basis 	Nursing Leadership NPPC PPC	Ongoing agenda item NPPC	●	●			
	To develop a communication and educational process to disseminate new nursing policies and procedures to front line staff.	To discuss implementation plan and develop strategies with Nursing Leadership and NPPC	Tracy MacDonald Donna Rothwell NPPC		●	●			

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	GOALS	OBJECTIVES	MOST RESPONSIBLE PERSON	TIMELINES	Previous Status	2007 Q1 Apr-Jun	2007 Q2 July-Sep	2007 Q3 Oct-Dec	2008 Q4 Jan-Mar
16	To complete a baseline staffing analysis for each clinical program and facilitate the development of effective, evidenced-based staffing plans.	Through the implementation of the PCCC Model of Care delivery and the selected service delivery model that each program selects, a baseline staffing analysis will be conducted to examine baseline staffing, appropriate skill mix and nurse patient ratios.	Nursing Leadership HPDs Clinical Managers OD, QWL, Workforce planning, Decision Support Team Workload analysts Tracey MacDonald Donna Rothwell Sue Payeur-Grenier ONA SEIU		●	●			
		To establish a Baseline Staffing Steering Committee to assist in the creation of baseline staffing plans in consultation with key stakeholders and front-line staff.	Nursing Leadership HPDs Clinical Managers OD, QWL, Workforce planning, Decision Support Team Workload analysts Tracey MacDonald Donna Rothwell Sue Payeur-Grenier ONA SEIU		●	●			

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16 (Cont'd)		To establish an Emergency Baseline Staffing Committee to review and develop a formal, evidence-based staffing plan.	Tracy MacDonald Donna Rothwell Sue Payeur-Grenier Marcia Ladouceur		●	●			
		To benchmark with other organizations, e.g., UHN, to discuss strategies related to baseline staffing plans.	Nursing Leadership HPDs Clinical Managers OD, QWL, Workforce planning, Decision Support Team Workload analysts Tracey MacDonald Donna Rothwell Sue Payeur-Grenier ONA SEIU		●	●			
		To collaborate with Human Resources in the development of job descriptions for all nursing classifications.	Nursing Leadership HPDs Clinical Managers OD, QWL, Workforce planning, Decision Support Team Workload analysts Tracey MacDonald Donna Rothwell Sue Payeur-Grenier ONA SEIU		●	●			

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NURSING THEME – SUPPORTIVE WORKPLACE ENVIRONMENT

	GOALS	OBJECTIVES	MOST RESPONSIBLE PERSON	TIMELINES	Previous Status	2007 Q1 Apr-Jun	2007 Q2 July-Sep	2007 Q3 Oct-Dec	2008 Q4 Jan-Mar
17	To create a supportive work environment for professional nursing practice	To create opportunities for nurses to be actively engaged in the implementation of RNAO BPGs	Nursing Leadership Nurses within the NHS QWL OD		●	●			
		To participate in RNAO's Healthy Work Environment Best Practice Guidelines.	Nursing Leadership Nurses within the NHS QWL OD		●	●			
		To work collaboratively with QWL and OD in creating a supportive work environment	Nursing Leadership Nurses within the NHS QWL OD		●	●			
18	To participate and support the MOHLTC Nursing strategy to retain senior and experienced nurses in the NHS.	To submit applications for funding in the Late Career Initiative and develop projects that would enable nurses over the age of 55 to spend 20% of their time doing non-clinical duties.	Tracy MacDonald Donna Rothwell Nursing Leadership Finance – Karen Van Dongen Human Resources RNs/ RPNS		●	●			
		To work in collaboration with HPDs and Clinical Managers in developing projects that will promote the retainment of knowledge, experience and skill.	Tracy MacDonald Donna Rothwell Nursing Leadership Finance – Karen Van Dongen Human Resources RNs/ RPNS		●	●			

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19	To promote interprofessional collaboration that will enhance safe quality patient care.	To implement the Interprofessional Mentorship, Preceptorship, Leadership and Coaching Initiative(IMPLC) as funded by the MOHLTC	Tracy Macdonald Donna Rothwell Nursing Leadership Nurses within the NHS Allied Health Care Providers within the NHS, Hotel Dieu Shaver Site Brock University Quality and Education PPAC, NPPC, NPDC QWL, OD		●	●			
		Through an interdisciplinary approach develop and implement a mentoring program for all nurses and allied health care professionals alike.	Tracy Macdonald Donna Rothwell Nursing Leadership Nurses within the NHS Allied Health Care Providers within the NHS, Hotel Dieu Shaver Site Brock University Quality and Education PPAC, NPPC, NPDC QWL, OD		●	●			

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20	To provide ongoing mentorship opportunities for RNs, RPNs and Allied Health Professionals	To implement the interprofessional, mentorship, preceptorship, leadership and coaching funding (pending approval form MOH/LTC) in partnership with Brock University and Hotel Dieu Shaver Health & Rehab Centre pending approval of proposal.	Tracy MacDonald Donna Rothwell Tracey Davey, Q & E Barb Dixon & Annabelle Watson, QWL Brock University Hotel Dieu Shaver Health & Rehab Centre		●	●			
		Continued discussions regarding ongoing implementation of the IMPLC initiative and funding strategies.	Tracy MacDonald Donna Rothwell Tracey Davey, Q & E Barb Dixon & Annabelle Watson, QWL Brock University Hotel Dieu Shaver Health & Rehab Centre		●	●			
21	To proactively respond to a dynamic environment in nursing	To be responsive to changing technology, enhance Pharmacy care delivery	Nursing Leadership		●	●			
22	To develop strategies that ensure patient safety is maintained at all times for patients/clients and nursing.	To highlight the need to improve patient safety by continuously reviewing ISMP Safety Bulletins CCHSA standards, and other relevant research and evidence. To participate in the hospital-wide patient safety analysis and facilitate development of safety initiatives and improvements to address patient safety gaps.	Nursing Leadership		●	●			

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Abbreviations Used:	
PPC	Professional Practice Council
NPPC	Nursing Professional Practice Council
NPDC	Nursing Professional Development Committee
QWL	Quality of Work Life
OD	Organizational Development
Q & E	Quality & Education
IMPLC	Internship, Mentorship, Preceptorship, Leadership, Coaching
PCCC	Patient Client Centred Care

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