

NURSING STRATEGIC PLAN: FY 25 -FY 27



NURSING 2025 – 2027

INTRODUCTION

Welcome to the UVM Health System's Strategic Plan for Nursing for the next three years (FY 25- FY 27). This document serves as a roadmap for our system department, outlining our goals, objectives, and strategies to guide us towards achieving our mission of providing exceptional care to our communities.

At the heart of our strategic plan lie the four pillars that define the essence of the UVM Health System: The UVM Health Network Experience, Education & Research Mission, Stewardship, and Operational Excellence. These pillars represent the core values and principles that drive our organization forward and guide our decision-making processes.

Throughout this strategic plan, you will find that each goal and objective is intricately tied to one or more of these pillars. By aligning our efforts with these foundational principles, we ensure that every initiative we undertake contributes to the overall advancement of our organization and the fulfillment of our mission.

The UVM Health Network Experience pillar underscores our commitment to creating exceptional experiences for both our employees and the individuals we serve. Goals and objectives related to improving patient satisfaction, enhancing employee engagement, and fostering a culture of compassion and empathy fall under this pillar.

The Education & Research Mission pillar highlights our dedication to advancing healthcare through learning and innovation. Objectives related to expanding educational opportunities, promoting research initiatives, and implementing innovative technologies are all aligned with this pillar.

Stewardship represents our commitment to improving community health and building public trust. Goals related to community outreach programs, sustainability efforts, and initiatives aimed at addressing healthcare disparities all fall under this pillar.

Operational Excellence focuses on attaining a financial foundation that allows us to fulfill our mission. Objectives related to improving operational efficiency, reducing costs, and enhancing revenue generation are all tied to this pillar.

By clearly articulating how each goal and objective aligns with these pillars, we ensure that our strategic plan remains focused on the areas that will have the greatest impact on our organization and the communities we serve.



NURSING VISION

Nursing is an integral part of care delivery and the University of Vermont Health System (UVMHN). Nursing believes in an environment that provides empowerment, influence, connection and collaboration in support of best practices, making contributions and having a positive impact which connects to a sense of purpose in our work.

Nursing strategic planning enables an organized look into the future in a systemic way that ensures nursing remains relevant and responsive to the needs of our patients and our people to provide a clear and consistent focus areas.

Our Nursing Strategic Focus Areas for FY25-FY27 are:

- Nursing Workforce Stabilization
- Building Nursing Community across our Health System
- Fostering Positive Practice Environments
- Advancement of Nursing Informatics
- Promotions of Care Delivery Redesign

UVMHN Nursing Guiding Principles

Building Trust. We believe trust is the foundation of our work. Therefore, we will speak truthfully, assume good intent, welcome all perspectives without judgement, keep confidence, and be supportive & reliable in our relationships

Excellence & Best Practices. We believe in nursing excellence. Therefore, we will follow best practices, identify and leverage strengths, maintain accountability, and celebrate accomplishments.

Growth & Learning. We believe in continuous growth and learning. Therefore, we will foster opportunities for professional development, encourage ideas, innovation and risk taking, and make a commitment to learn from our experiences.

Collaboration. We believe in a culture of collaboration. Therefore, we will actively listen, debate freely, and find common ground for a common purpose. We will seek feedback and be willing to compromise.

Inclusion. We believe in a culture of belonging. Therefore, we will be inclusive, supportive, respectful of all views, and look out for each other.

Sustainability. We believe that leadership is essential to our success. Therefore, we will lead with the spirit of service, cultivate innovation, mentor for our future, be strategic future thinkers, foster stewardship, and prioritize well-being.



SECTION 1 - NURSING WORKFORCE STABILIZATION

OBJECTIVE 1: ACTIVELY UTILIZE RECRUITMENT, RETENTION AND SUCCESSION PLANNING TO BUILD A SUSTAINABLE WORKFORCE

Pillar - UVM Health Experience – Create exceptional experience for our employees and those we serve

Key Result – Achieve Net+ Hiring Ratios for identified roles within nursing to ensure achieving net positive ratios. (FY25, FY26, FY27)

Key Result – Implement an approach to succession planning within 2-3 identified nursing roles that builds in stability and fosters retention. (FY26, FY27)

OBJECTIVE 2: BUILD HORIZONTALLY INTEGRATED NURSING CARE TEAMS THAT PROMOTE QUALITY AND HIGHLY RELIABLE CARE THROUGH STANDARD PRACTICE AND SHARED LEARNING

Pillar – Education and Research – Advancing healthcare through learning and innovation

Key Result – Hire 3-5 nurse leaders into nursing specialties that promote integration of care delivery across UVMHN (FY25, FY26)

Key Result – Formalize 2-4 Nursing Quality Teams across UVMHN to build learning and sharing community towards continuous improvement (FY25, FY26)

OBJECTIVE 3: NURSING LEADERSHIP DEVELOPMENT

Pillar – Education and Research – Advancing healthcare through learning and innovation

Key Result – 15 UVMHN nurse managers will participate in THMA innovation learning lab with application of identified strategically aligned project in responsible area (FY25, FY26, FY27)

Key Result – 200 Nurse leaders will participate in a nurse leadership development program to improve foundational knowledge and demonstration of AONL Leadership Competencies (FY25, FY26, FY27)

Key Result –100 Emerging nurse leaders will attend leadership development opportunity to strengthen skill set for service in preceptor, charge nurse, shared governance roles and other roles that are part of leading others. (FY25, FY26, FY27)



OBJECTIVE 4: ALIGN STRATEGIC PRIORTIES WITH INTERPROFESSIONAL PARTNERS CNO/CMO

Pillar – Education and Research – Advancing healthcare through learning and innovation

Key Result – Host biannual CNO/CMO in-person meetings to advance alignment of mutual strategic priorities. (FY25, FY26, FY27). Examples include:

- *Professionalism Program Deliverables
- *Patient Experience OKR
- *Capacity Management Council Deliverables
- *Quality Dashboard and Metric Alignment
- *Epic Gold Star/KLAS Score Improvement

SECTION 2 - CONTINUE TO BUILD OUR HEALTH SYSTEM NURSING COMMUNITY

OBJECTIVE 1: STRENGTHEN SHARED DECISION-MAKING COUNCILS TO ENSURE VALUE ADD AND SUSTAINABILITY TO NURSING PROFESSIONAL PRACTICE

Pillar – Operational Excellence – Attain a financial foundation that allow us to fulfill our mission

Key Result – Each NNPG Council will accomplish 2 identified goals that advance system integration per fiscal year. (FY25, FY26, FY27)

Key Result – Develop System Nursing Professional Practice Model. (FY26)

OBJECTIVE 2: IMPROVE EQUITY AND ACCESSIBILITY OF NURSING PROFESSIONAL DEVELOPMENT AND EDUCATIONAL RESOURCES

Pillar – Operational Excellence - Attain a financial foundation that allow us to fulfill our mission

Key Result – Secure resources for 2 professional development focus areas in advancement of Pathway to Excellence Designation Process. (FY26, FY27)



Key Result - Respond and adjust to real time education and training needs for emerging and urgent needs with an aligned approach across the health system. (FY25)

OBJECTIVE 3: CREATE A NETWORK NURSING STRUCTURE THAT PROMOTES COLLABORATION IN SEARCH OF BEST SOLUTIONS

Pillar – Operational Excellence - Attain a financial foundation that allow us to fulfill our mission

Key Result – Formalize and align Network Nursing Professional Governance Structure across Partner Organizations. (FY25)

Key Result – Advance the integration and collaboration of network nursing governance to include implementation of a coordinating council to advance coordinated communication within nursing that promotes dissemination of relevant nursing information which cascades for all who need to know (FY26)

SECTION 3 - FOSTER POSITIVE PRACTICE ENVIRONMENT THROUGH NATIONAL DESIGNATION PROCESS

OBJECTIVE 1: ESTABLISH MILESTONES AND TIMELINES FOR EACH PARTNER THAT REPRESENTS DIRECTIONAL WORK TO ACHIEVE P2E STANDARDS WITHIN EACH DOMAIN (QUALITY, SAFETY, SHARED-DECISION MAKING, WELL-BEING, LEADERSHIP AND PROFESSIONAL DEVELOPMENT)

Pillar - UVM Health Experience – Create exceptional experience for our employees and those we serve

Key Result – Evaluate FY24 P2E gap analysis with new P2E manual to complete readiness assessment towards P2E designation for 7 partner organizations. (FY25)

Key Result – Implement an Action Plan for identified gap in each organization and as appropriate, at the system level. (FY25, FY26)

Key Result – Determine projected P2E application submission date for 7 partner organizations. (FY25)



SECTION 4 - ADVANCE NURSING INFORMATICS

OBJECTIVE 1: IMPLEMENT A ROADMAP TO ADVANCE NURSING INFORMATICS

Pillar – Operational Excellence – Attain a financial foundation that allow us to fulfill our mission

Key Result – Develop Project Plan to include business case and ROI to advance nursing informatics across our health system. (FY25)

Key Result – Achieve outlined milestones for each fiscal year to advance nursing informatics metrics. (FY25, FY26, FY27)

OBJECTIVE 2: IMPROVE NURSING WELLBEING THROUGH IMPROVED UTILIZATION OF THE HER AND TECHNOLOGY

Pillar – Operational Excellence - Attain a financial foundation that allow us to fulfill our mission

Key Result – Explore emerging technology and implement/maximize 1-2 tools to promote nurse and clinician well being as measured by KLAS survey. (FY25, FY26, FY27)

Key Result –Determine needed resources and secure resources that support education and training for nursing to promote nurse and clinician well-being as measured by KLAS survey. (FY25, FY26, FY27)

SECTION 5 - PROMOTE AND FOSTER CARE DELIVERY REDESIGN

OBJECTIVE 1: MAXIMIZE USE OF TECHNOLOGY AND ENSURE TOP OF LICENSE PRACTICE IN ALL CARE SETTINGS THROUGH A DEFINED APPROACH TO VIRTUAL CARE DELIVERY WHICH INLCUDES ARTIFICAL INTELLIGENCE INTO NURSING WORKFLOWS

Pillar – Operational Excellence – Attain a financial foundation that allows us to fulfill our mission



Key Result – Expand utilization of virtual patient observation system from 2 to 6 partner organizations. (FY25, FY26)

Key Result – Implement virtual nursing demonstration sites at 2 partner organizations and scale to appropriate care settings (FY25, FY26, FY27)

Key Result – Increase CNOs to attend AI Bootcamp between 3-6 individuals to increase depth in knowledge of AI in relationship to nursing informatics strategy. (FY25)

**OBJECTIVE 2: CREATE INCREASED EFFICIENCY THROUGH
SYSTEMWIDE COLLABORATION AND MEASUREMENT METRICS OF
NURSING CARE DELIVERY MODELS**

Pillar – Operational Excellence - Attain a financial foundation that allow us to fulfill our mission

Key Result – Determine system and local operational approaches to include incorporation of benchmarks into NHPPD/CPPPD data to understand business and make informed decisions. (FY25, FY26)

Key Result - Achieve budgeted traveler targets within 20% in areas where volumes have remained as budgeted. (FY25, FY26, FY27)

