May 2005

Dear Colleagues

On behalf of the Nursing Council and the Executive Vice-President Programs and Chief Nurse Executive at St. Michael's Hospital (SMH), we are pleased to present you with the first Strategic Plan to enhance the Professional Practice of Nursing. This inaugural strategic plan is the result of the tremendous dedication, support and energy from nursing in collaboration with other health care professionals and administrators at SMH, and external partners including the Faculty of Nursing, University of Toronto and the College of Nurses of Ontario.

Building on our rich tradition of nursing excellence at SMH and grounded in SMH's core mission and values and scholarly professional nursing practice, we are confident that the Strategic Plan for Professional Nursing Services will create a solid foundation for ensuring that patients have access to and receive the highest quality nursing care. In this context, nursing will continue to play an integral role in keeping with St. Michael's Hospital goal of becoming Canada's finest academic health-care provider by achieving and maintaining a culture of caring and discovery.

The plan is in its early phases and there is still a lot of work to be done to implement, evaluate and sustain the infrastructure to support professional nursing services at SMH. As an ongoing accountability mechanism, we will share our progress and outcomes associated with moving the plan forward on an annual basis using several forums of communication, including a nursing website within the SMH corporate website.

Sincerely,

Janice Dusek, RN, MS, MBA, CHE
Executive Vice-President Programs and Chief Nurse Executive

Co-Chairs, Nursing Council
Jane Merkley, RN, MSc,
Director, Nursing Practice and Education
Jana Jeffrey, RN, Clinical Leader/
Manager, Coronary Care Unit.
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## Acknowledgements

This first Strategic Plan to enhance the professional practice of nursing at St. Michael’s Hospital was authored by Jane Merkley, Director of Nursing Practice and Education, and Lianne Jeffs, Professional Practice Consultant, in cooperation with the Nursing Council and senior nursing leadership at SMH.
Introduction

This document proposes an action plan to enhance the professional practice of nursing at SMH. It builds on an existing foundation and incorporates the directions of future health care in Canada (1), as well as SMH’s corporate infrastructure priorities and vision as a leading academic health science centre (AHSC) in the 21st century (2-3). It is a strategic plan that flows from the Corporate Strategic Plan "Achieving New Heights" and is grounded in SMH’s mission and core values. Although the focus is nursing, it is clear that nursing is part of the larger multidisciplinary health care team and system (i.e. community and academic partners) and will continue to work in collaborative partnerships to ensure both the corporate and nursing strategic plans become a reality.

Integral to SMH’s leadership role in building a culture of caring and discovery is an infrastructure for professional nursing practice that promotes excellence in nursing practice, research and education. A strategic and integrated approach to nursing professional practice is key to ensuring the design and delivery of quality, safe health care (4-5) and operational efficiencies (6-8). In this context, to reconcile the current realities and future driving forces in health care with SMH’s goal of being the finest AHSC in Canada, the Director of Nursing Practice and Education in partnership with Nursing Council led the development of the first strategic plan for professional nursing services at SMH. This inaugural strategic plan includes an overview of the evolution of the vision, guiding principles, strategic directions, proposed infrastructure and ongoing accountability mechanisms for nursing professional practice at SMH.
Background

The genesis for enhancing professional nursing services and the subsequent development of a strategic plan was rooted in discussions at both Nursing Council and among senior nursing leaders at SMH. These discussions highlighted the need to communicate the future state of nursing practice by addressing the following objectives: a) develop the nursing strategic plan for SMH; b) transition to new nursing professional practice structure; and c) evolve the nursing professional care delivery model. Issues with the current council structure and the overall infrastructure to support professional nursing services were also highlighted in the 2003 SWOT analysis that was conducted as part of the nursing submission to the Strategic Planning Internal Review Committee (2004). The environmental scan indicated that SMH did not have an integrated infrastructure that interfaced nursing practice, research, and education in a supportive manner. Specifically, the need to develop an infrastructure that supports nurse leaders in collaborative knowledge management efforts across programs to share collective wisdom expertise from a nursing practice perspective was highlighted. Moreover, the infrastructure needed to be responsive to corporate and quality initiatives that impact nursing and patient care.

To address the need to enhance nursing professional practice through the creation of a more integrated infrastructure, a small planning committee was assembled in Spring 2004. The committee organized a series of nursing leadership retreats over a six-month period (June 16, 2004; November 10, 2004 and December 8, 2004). Key underpinnings of the three retreats were to ensure diverse representation from professional nursing and related services and an open, safe forum for participants to bring forward their ideas and perspectives.

The consultation process linked with relevant literature and organizational benchmarking formed the foundation for the development of the strategic plan. Boyer’s Model of Scholarship was also adapted as a Model for Nursing Practice Excellence. Key components of the model were used to frame several of the strategic directions (9).
Vision

The vision statement for professional nursing services at SMH was developed at the November 10, 2004 retreat and validated at the December 8, 2004 retreat. Consensus was achieved by retreat participants on the following vision statement:

Nursing excellence through our culture of caring, innovation and scholarship

Guiding Principles

Grounded in SMH’s vision, mission, core values and strategic priorities, the following principles were developed to guide the strategic directions and the design of infrastructure for professional nursing services. The ultimate goal of the guiding principles is to enhance professional nursing services to ensure the design and delivery of safer, quality health care. Guiding principles are:

1. Nursing plays an integral role in maintaining and sustaining the culture of caring at SMH. Given the central role caring plays within nursing practice, key directions and objectives will be articulated to support it.

2. Nursing at SMH fulfills the full spectrum of professional practice including a commitment to life-long learning, self-regulation, professionalism, the integration of new knowledge combined with experience and research in providing optimal service to the public, community and our patients.

3. Diverse representation that includes nurses from all domains and program areas is required moving forward on supporting structures and processes that influence practice.

4. As part of a shared governance model, nursing, at all levels, plays a key role within the hospital’s decision-making activities (clinical, program, operational, corporate, professional and system).

5. Formal decision-making structures (similar to Medical Advisory Committee) with related sub-committees are required to expedite knowledge management, decision-making and collaborative planning.

6. Formal and informal communication structures promote transparency and accountability for the provision of quality nursing services.

7. Based on the premise that quality health care is a collective multidisciplinary activity, it is essential for the infrastructure of professional nursing services to be coordinated and integrated with inter-professional practice structures.

8. Clinical scholarship and a culture of discovery that embraces innovation are key to achieving excellence in nursing practice.
9. The vision and strategic directions need to evolve with nursing practice, corporate priorities and health care trends and technology.

10. Collaborative partnerships with both internal (members of the multidisciplinary team) and external stakeholders (academic institutions, professional associations, community agencies, etc.) are key to the provision of innovative and quality professional nursing services.

11. Resources (protected time, technical and administrative) and role alignment are required to support professional nursing infrastructure.

Strategic Directions

Grounded in the vision and guiding principles, the following five overarching strategic directions were identified as pillars that are critical to the achievement of our nursing vision.

Nursing Excellence
Through Our Culture of Caring, Innovation and Scholarship

1. Enhancing a Culture of Caring
2. Cultivating a Culture of Discovery
3. Embedding Clinical Scholarship
4. Creating a Healthy Work Culture by Strengthening Partnerships
5. Embracing Technology and Innovation in Patient Care
1. Enhancing a Culture of Caring

Enhancing a culture of caring that is patient/family centred is both congruent with SMH's vision of maintaining a culture of caring and a fundamental value of nursing practice. In this context, to achieve this strategic direction, the following objectives have been developed:

1. Create a culture of professional practice where SMH is viewed as the best place to receive and provide nursing care, regardless of social circumstances.

2. Design an evidence-based, culturally appropriate and holistic professional care delivery model (PCDM) for nursing that emphasizes the full scope and alignment of nursing roles and promotes nursing excellence in a caring environment.

3. Redesign the role of the nurse to emphasize professional functions, increased leadership responsibilities and advanced nursing competencies in alignment with the PCDM.

4. Demonstrate professional nursing services' contribution to continuous quality improvement and patient safety initiatives.

5. Develop processes to identify and reduce adverse and other safety-related events.
2. Cultivating a Culture of Discovery

Closely aligned with both the strategic directions of enhancing a culture of caring and embedding clinical scholarship, cultivating a culture of discovery is another key strategic direction. Emphasis on promoting innovation and discovery in professional nursing services is pivotal to achieving SMH's vision of being the finest academic health sciences centre in Canada. Specific objectives to accomplish this strategic direction are:

1. Create structures and processes to enhance scholarly inquiry and innovation including the creation of the Director of Nursing Research and Allied Health position.

2. Develop an action plan for research by a) creating a vision for nursing research; b) conducting an environmental scan of current research activities; c) establishing a research council; d) determining research priorities; and e) implementing and evaluating research activities.

3. Build capacity for nurse researchers through engaging both internal and external partners in research efforts aligned with the Vice-President of Research and the Centre for Research.

4. Generate knowledge through scholarly inquiry (both quantitative and qualitative) that provides evidence for best practices to develop and improve professional nursing services.

5. Develop a framework for quality improvement and the monitoring of professional nursing services that is linked to corporate quality plan.

6. Develop a communication and dissemination plan for nursing research that includes a) processes for nursing staff to identify research questions that impact practice and patient care; b) mechanisms to access and disseminate research results and trends in practice.

7. Create an award and recognition program for research and clinical scholarship.
3. Embedding Clinical Scholarship

Embedding clinical scholarship is another key strategic direction that is aligned with SMH's Strategic Plan. Clinical scholarship is an approach that enables evidence-based practice and development of best practices, through constant inquiry and reflection (knowledge management and translation), to meet the needs of patients efficiently and effectively (9). The concept of clinical scholarship views professional nursing as an intellectual endeavor, requiring clinical decision-making support geared towards improvement in patient, family, population or social outcomes (10) that evolves with health care and societal trends. As such, the following objectives have been developed to achieve this strategic direction.

1. Develop a Centre for Nursing Excellence and Clinical Scholarship to create a centralized structure that integrates the key dimensions of nursing professional practice, education, research and leadership.

2. Create a nursing education infrastructure that maximizes RN scope of practice and enables a) progression of the nurse through the four levels of professional development (advanced beginner, competent, proficient, expert practitioner); b) the development of nursing specialty knowledge; and c) enactment of knowledge translation and evidence-based practice.

3. Promote the commitment to life-long learning and professional development of all nursing staff, including but not limited to, specialty certifications, undergraduate and graduate education, and technical training.

4. Develop a corporate strategy to enable the integration of clinical and health services ‘bench research’ to ‘bedside practice’ that will assist nurses to a) apply research trends for immediate patient care needs; b) integrate evidence-based practice (i.e. practice guidelines, clinical pathways, pre-printed order sets) at the unit and program levels.

5. Create structures and processes to enhance nursing student education and academic affairs including the creation of a new position to ensure the highest quality of educational services for our nursing students.

6. Build capacity for educators, both formal and informal, through the development of mentorship program and partnerships with the Centre for Faculty Development.
4. Creating a Healthy Work Culture by Strengthening Partnerships

A key part of a culture of caring and discovery is having a healthy work culture that is grounded in scholarly practice. This strategic direction is intricately linked to clinical transformation efforts underway with project Gemini to advance professional practice through innovative solutions (e.g. models of care, process redesign, evidence-based tools) to improve patient safety, clinical outcomes, and staff satisfaction. A healthier and more productive nursing workforce results in both operational efficiencies (e.g. reduced turnover costs and premium costs associated with absenteeism, overtime and replacement costs) (11) and the delivery of safer patient care (e.g. reduced medication errors, fall prevention, and decreased waiting times) (6). In this light, creating a healthy work culture by strengthening partnerships is another strategic direction with the following objectives:

1. Develop, in partnership with health professional colleagues, an interdisciplinary professional practice model including specific methodologies necessary to create a healthy work place and interdisciplinary integration at the point of care including structures, processes and tools to support interdisciplinary care.

2. Develop a council structure that focuses on nursing recruitment and retention strategies linked with the overall corporate People Strategy, Work-Life Balance and Leadership Development Task Force.

3. Establish a management best practice and leadership development program aligned with the Leadership Development Task Force.

4. Design customized career development strategies that are matched to meeting the identified career path needs of nurses.
5. Embracing Technology and Innovation in Patient Care

To address the evolving technological trends in health care and SMH's corporate priority around the successful implementation of Project Gemini, the final strategic direction is embracing technology. Access to the necessary education and resources associated with the new technology needs to be in place to enable nurses to maximize their scope of practice in a safe and timely way (12). Specific objectives to accomplish this strategic direction are outlined below.

1. Develop a nursing website that profiles nursing at St. Michael's Hospital and facilitates communication about advancements and innovations in nursing professional practice.

2. Develop technology-enabled learning strategies (i.e. simulation training, e-learning, etc.) and strategies to work with evolving technology to support nursing practice, professional development and the facilitation of interprofessional education in partnership with the Director of the Simulation Centre, Director of Fitzgerald Academy, and the Centre for Faculty Development.

3. Establish the Director of Clinical Informatics position to provide leadership in the design of the technological tools and develop best practice strategies related to implementation of clinical systems.

4. Transform nursing documentation through the design of technological tools that are grounded in human factor principles and aligned with the corporate documentation philosophy that is standards-based and interdisciplinary.

5. Transition to an electronic order management environment that incorporates evidence-based practice at the point of care.

6. Develop and implement a corporate learning strategy for clinical documentation and order entry applications to ensure that nurses have the knowledge and skill to leverage the technology to bring about clinical transformation.
Proposed Infrastructure to Enhance Professional Nursing Practice

This section provides an overview of the infrastructure that is required to advance nursing professional practice at SMH. Specifically, the creation of a Centre for Nursing Excellence and Clinical Scholarship and the evolution of Nursing Council that are aligned with both corporate and nursing strategic directions.

The Centre for Nursing Excellence and Clinical Scholarship

Grounded in the vision, guiding principles and strategic directions, a Centre for Nursing Excellence and Clinical Scholarship is proposed to provide a structure for organizing professional nursing services at St. Michael's Hospital. The Centre for Nursing Excellence and Clinical Scholarship (the Centre) will provide a) an integrated approach to interpreting the multiple roles of professional nursing services including patient care delivery (practice), education, research and leadership and b) a base for the development of the professional care delivery model, education and professional development programs, scholarly activities, nurse recruitment and retention strategies, and leadership programs (13).
The Nursing Council Structure

Aligned with the creation of the Centre for Nursing Excellence and Clinical Scholarship, restructuring of the nursing council is proposed. The Nursing Leadership Council will be the overarching decision body for professional nursing services at SMH. Four sub-committees aligned with the strategic directions with nursing leadership executive sponsorship are proposed. Key to the Centre for Nursing Excellence and Clinical Scholarship infrastructure is the interconnectedness of the committees and senior nursing leadership that is illustrated below. Both the Nursing Leadership Council and the subcommittees are to be aligned with other corporate committees to ensure consistency and synergies to leverage nursing in achieving SMH’s corporate goals.
Ongoing Accountability Mechanisms

The Nursing Leadership Council (NLC), as part of their mandate, will oversee the ongoing monitoring of the strategic plan for professional nursing services at SMH. A key priority is to establish the terms of reference for the NLC including mandate, tasks, deliverables, reporting and accountability mechanisms, and membership by Fall 2005. The timeline to achieve the strategic directions spans the next five years (2005-2010).

Outcomes associated with achieving the strategic directions and associated objectives will be reported on an annual basis. Initial timelines and measures for each of the strategic directions are presented as the foundation for action (priority setting). Once approved, specific action plans with refined timelines, measures and leads will be developed in consultation with the respective subcommittees and the Nursing Leadership Council.

Measuring Our Achievement

The following provides the measures that will be used to assess the progress towards each of the strategic directions. Specific action plans with refined timelines, measures and leads will be developed by the Chief Nurse Executive/Directors (Nursing Practice & Education, Clinical Informatics & Research, Programs) in consultation with the respective subcommittees and the Nursing Leadership Council. The specific measures related to individual objectives will be described within a comprehensive outcomes framework that will be adopted and endorsed by the Nursing Leadership Council.
St. Michael’s Hospital Nursing Strategic Plan 2005

Strategic Direction 1)

Enhancing a Culture of Caring

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<tr>
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<tbody>
<tr>
<td>Create a culture of professional practice where SMH is viewed as the best place to receive and provide nursing care, regardless of social circumstances.</td>
<td>• Chief Nurse Executive, Director of Nursing Practice and Education in collaboration with Nursing Leadership Council and the Director of Professional Practice.</td>
</tr>
<tr>
<td>Design an evidence-based, culturally appropriate and holistic professional care delivery model (PCDM) that promotes nursing excellence in a caring environment.</td>
<td>• Chief Nurse Executive, Director of Nursing Practice and Education in collaboration with Professional Care Delivery Model Task Force and Nursing Leadership Council</td>
</tr>
<tr>
<td>Redesign the role of the nurse to emphasize professional functions, increased leadership responsibilities and advanced nursing competencies in alignment with the PCDM.</td>
<td>• Chief Nurse Executive, Director of Nursing Practice and Education in collaboration with Nursing Leadership Council.</td>
</tr>
<tr>
<td>Demonstrate professional nursing services’ contribution to continuous quality improvement and patient safety initiatives.</td>
<td>• Director of Nursing Practice and Education in collaboration with Nursing Leadership Council.</td>
</tr>
<tr>
<td>Develop processes to identify and reduce adverse and other safety-related events.</td>
<td>• Director of Nursing Practice and Education in collaboration with Nursing Leadership Council.</td>
</tr>
</tbody>
</table>

GLOBAL MEASURES

• Increased staff satisfaction.
• Increased certification in specialty areas.
• Increased number of nurses who have unit-specific competencies.
• Increased number of a) baccalaureate b) Masters and c) PhD prepared nurses.
• Increased number of cross-appointments at academic institutions.
Strategic Direction 2)

Cultivating a Culture of Discovery

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<tr>
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<tr>
<td>Create structures and processes to enhance scholarly inquiry and innovation including the creation of the Director of Nursing Research and Allied Health position and research mentors.</td>
<td>• Chief Nurse Executive (recruitment of Director of Research).</td>
</tr>
<tr>
<td>Develop an action plan for research by a) creating a vision for nursing research; b) conducting an environmental scan of current research activities; c) establishing a research council; d) determining research priorities; and e) implementing and evaluating research activities.</td>
<td>• Director of Nursing Research and Allied Health in collaboration with Discovery &amp; Nursing Research Committee</td>
</tr>
<tr>
<td>Build capacity for nurse researchers through engaging both internal and external partners in research efforts aligned with the Vice-President of Research and the Centre for Research.</td>
<td>• Director of Nursing Research and Allied Health in collaboration with Discovery &amp; Nursing Research Committee</td>
</tr>
<tr>
<td>Generate knowledge through scholarly inquiry (both quantitative and qualitative) that provides evidence for best practices to develop and improve professional nursing services.</td>
<td>• Director of Nursing Research and Allied Health in collaboration with Discovery &amp; Nursing Research Committee</td>
</tr>
<tr>
<td>Develop a framework for quality improvement and the monitoring of professional nursing services that is linked to corporate quality plan.</td>
<td>• Director of Nursing Research and Allied Health in collaboration with Discovery &amp; Nursing Research Committee</td>
</tr>
<tr>
<td>Develop a communication and dissemination plan for nursing research that includes a) processes for nursing staff to identify research questions that impact practice and patient care; b) mechanisms to access and disseminate research results and trends in practice.</td>
<td>• Director of Nursing Research and Allied Health in collaboration with Discovery &amp; Nursing Research Committee</td>
</tr>
<tr>
<td>Create an award and recognition program for research and clinical scholarship.</td>
<td>• Director of Nursing Research and Allied Health in collaboration with Discovery &amp; Nursing Research Committee</td>
</tr>
<tr>
<td>GLOBAL MEASURES</td>
<td></td>
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<tr>
<td>• Director of Nursing Research and Allied Health hired by Fall 2005.</td>
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<tr>
<td>• Established terms of reference, goals and objectives.</td>
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<td>• Increased participation from all programs and of nurses in research education.</td>
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<tr>
<td>• Increased funding for nursing research.</td>
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<td>• Increased scholarly publications and presentations.</td>
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## Strategic Direction 3)
### Embedding Clinical Scholarship

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<tr>
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<tr>
<td>Develop of a Centre for Nursing Excellence and Clinical Scholarship to create a centralized structure that integrates the key dimensions of nursing professional practice, education, research and leadership.</td>
<td>• Director of Nursing Practice and Education in collaboration with Clinical Scholarship, Nursing Practice and Education Subcommittee.</td>
</tr>
<tr>
<td>Create a nursing education infrastructure that maximizes RN scope of practice that will enable a) progression of the nurse through the four levels of professional development (advanced beginner, competent, proficient, expert practitioner); b) the development of nursing specialty knowledge; and c) enactment of knowledge translation and evidence-based practice.</td>
<td>• Director of Nursing Practice and Education in collaboration with Clinical Scholarship, Nursing Practice and Education Committee</td>
</tr>
<tr>
<td>Promote the commitment to life-long learning and professional development of all nursing staff, including but not limited to, specialty certifications, undergraduate and graduate education, technical training.</td>
<td>• Director of Nursing Practice and Education in collaboration with Clinical Scholarship, Nursing Practice and Education Committee</td>
</tr>
<tr>
<td>Develop a corporate strategy to enable the integration of clinical and health services ‘bench research’ to ‘bedside practice’ that will assist nurses to a) apply research trends for immediate patient care needs; b) integrate evidence-based practice (i.e. practice guidelines, clinical pathways, pre-printed order sets) at the unit and program levels.</td>
<td>• Director of Nursing Practice and Education in collaboration with Director of Research. • Clinical Scholarship, Nursing Practice and Education Committee.</td>
</tr>
<tr>
<td>Create structures and processes to enhance nursing student education and academic affairs including the creation of a new position to ensure the highest quality of educational services for our nursing students.</td>
<td>• Director of Nursing Practice and Education. • Clinical Scholarship, Nursing Practice and Education Committee.</td>
</tr>
<tr>
<td>Build capacity for educators, both formal and informal, through the development of mentorship program and partnerships with the Centre for Faculty Development.</td>
<td>• Director of Nursing Practice and Education • Clinical Scholarship, Nursing Practice and Education Committee.</td>
</tr>
</tbody>
</table>

### GLOBAL MEASURES
- Increased staff satisfaction.
- Increased certification in specialty areas.
- Increased number of nurses who have unit-specific competencies.
- Increased number of a) baccalaureate b) Masters and c) PhD prepared nurses.
- Increased number of cross-appointments at academic institutions.
Strategic Direction 4)  
Creating a Healthy Work Culture by Strengthening Partnerships

<table>
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<tr>
<td>Develop, in partnership with health professional colleagues, an interdisciplinary professional practice model including specific methodologies necessary to create a healthy work place and interdisciplinary integration at the point of care including structures, processes and tools to support interdisciplinary care.</td>
<td>• Director of Nursing Practice and Education in collaboration with Nursing Leadership Council</td>
</tr>
<tr>
<td>Develop a council structure that focuses on nursing recruitment and retention strategies linked with the overall corporate People Strategy, Work-Life Balance and Leadership Development Task Force.</td>
<td>• Chair, Healthy Work Environment/Recruitment and Retention Committee.</td>
</tr>
<tr>
<td>Establish a management best practice and leadership development program aligned with the Leadership Development Task Force.</td>
<td>• Chief Nurse Executive in partnership with Director of Nursing Practice and Education.</td>
</tr>
<tr>
<td>Design customized career development strategies that are matched to meeting the identified career path needs of nurses.</td>
<td>• Chair, Healthy Work Environment/Recruitment and Retention Committee.</td>
</tr>
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</table>

GLOBAL MEASURES
- Increased RN satisfaction.
- Decreased turnover, vacancy, absenteeism, and overtime rates.
- Increased retention/decreased turnover rates.
- Increased patient satisfaction.
- Decreased patient incidents/staff incidents (complaints and injuries).
- Initial increase in reporting of adverse events then long-term decrease.
**Strategic Direction 5) Embracing Technology**

<table>
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<tr>
<th>STRATEGIC DIRECTION OBJECTIVES</th>
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<tbody>
<tr>
<td>Develop a nursing website that profiles nursing at St. Michael's Hospital and facilitates communication about advancements and innovations in nursing professional practice.</td>
<td>• Chief Nurse Executive in partnership with Director of Nursing Practice and Education.</td>
</tr>
<tr>
<td>Develop both technology-enabled learning strategies (i.e. simulation training, e-learning, etc.) and strategies to work with evolving technology to support nursing practice, professional development and the facilitation of interprofessional education in partnership with the Director of the Simulation Centre, Director of Fitzgerald Academy, and the Centre for Faculty Development.</td>
<td>• Director of Nursing Practice and Education in collaboration with Clinical Scholarship, Nursing Practice and Education Committee.</td>
</tr>
<tr>
<td>Establish the Director of Clinical Informatics position to provide leadership in the design of the technological tools and develop best practice strategies related to implementation of clinical systems.</td>
<td>• Chief Nurse Executive.</td>
</tr>
<tr>
<td>Transform nursing documentation through the design of technological tools that are grounded in human factor principles and aligned with the corporate documentation philosophy that is standards-based and interdisciplinary.</td>
<td>• Director of Clinical Informatics in collaboration with Director of Nursing Practice and Education.</td>
</tr>
<tr>
<td>Transition to an electronic order management environment that incorporates evidence-based practice at the point of care.</td>
<td>• Director of Clinical Informatics in collaboration with Director of Nursing Practice and Education.</td>
</tr>
<tr>
<td>Develop and implement a corporate learning strategy for clinical documentation and order entry applications to ensure that nurses have the knowledge and skill to leverage the technology to bring about clinical transformation.</td>
<td>• Director of Clinical Informatics in collaboration with Director of Nursing Practice and Education.</td>
</tr>
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</table>

**GLOBAL MEASURES**

- Director of Clinical Informatics hired by Summer 2005.
- Clinical applications are specialty sensitive and integrated across system.
- Workload measurement as a product of clinical documentation.
- Fully integrated clinical, administrative, educational and research system.
- Nurses report satisfaction with clinical technology at the bedside.
Conclusion

In alignment with the Hospital's 2004 Strategic Plan, this inaugural Strategic Plan presents a clear strategy towards professional practice enhancement within nursing at St. Michael's Hospital in order to achieve our vision of: Nursing excellence through our culture of caring, innovation, and scholarship.

Founded in our tradition of innovation and compassion, and congruent with our corporate Mission and Values, this ambitious and progressive plan seeks to:

• Champion improvements in quality of care to promote excellence in patient outcomes.
• Promote nursing scholarship in clinical practice, education, research, and leadership.
• Support recruitment, retention, and life-long career development opportunities for nurses.
• Create a healthy work culture that fosters intra and inter-professional team vitality and synergy.
• Embrace technological change to enhance patient care delivery processes and promote patient safety.
• Engage professional nursing in decision-making activities.

As with any large-scale endeavour, this plan will only be as effective as the degree to which it is embraced and promoted by its partners. As such, we ask for your individual and collective enthusiasm and engagement to ensure success and the timely achievement of the goals and objectives outlined. The development of the 2005 Nursing Strategic Plan is the first step in ensuring SMH continues to be viewed as the best place to deliver and receive quality nursing care in Canada.

In keeping with our commitment to transparency and accountability, progress in achieving the objectives aligned with the five strategic directions will be available on the nursing website (currently in development) at SMH and in annual report format. The full document of the Nursing Strategic Plan is available in PDF format online at www.smh.toronto.on.ca
References


Appendix A

Development of Strategic Plan Process

June 2004 Retreat

SMH Strategic Plan

U of T Faculty of Nursing & CNO Directions

Your Ideas

Vision Themes for Nursing

November 2004 Session

Vision Statement & Strategic Goals

December 2004 Session

Guiding Principles, Strategies and Accountabilities for New Structure

Update SWOT Analysis