



RUSH University Medical Center

Nursing Strategic Plan

FY23-26





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Nursing Strategic Plan



People

Attract, engage, develop and retain a diverse, inclusive and highly skilled nursing workforce through best-in-class education, open paths to career advancement and growth, a culture of wellness and self-care, and our unique shared professional model which welcomes and respects the input of each nurse

Growth & Reach

Lead the nation and the world in professional nursing practice by setting and surpassing research and evidence-based health care standards and by being the prominent advocate of nursing well-being

Quality & Value

Uphold and further our award-winning reputation while establishing a nationally and internationally recognized center for excellence, which will set the nursing profession's highest standards of quality, safety, innovation and patient experience

Financial Strength

Ensure fiscally responsible care through resource management and the continuous pursuit of excellence. Demonstrate financial acumen and discipline that benefits hospital operations and RUSH University Medical Group stewardship, and allows for reinvestment in the continued growth of the organization

Equity

Foster and prioritize a true culture of diversity, equity and inclusion throughout the ranks of RUSH nursing with our hiring practices, education, and advancement and succession planning. Advance RUSH's health equity mission by implementing initiatives to improve the lives of all the patients we serve

STRATEGY

Increase engagement and development of nursing

- Enhance the collaborative relationship between the RUSH University College of Nursing and RUSH University Medical Center Department of Nursing practices and programs
 - Redefine and implement the teacher-practitioner model, deploy current Generalist Entry Master's program graduates to the medical center with higher and earlier acceptance rates, hire students pre-licensure
- Optimize the Professional Nursing Staff (PNS) Model
 - Increase front-line nursing staff participation/leadership, create an action plan regarding PNS study results in fiscal year 2023, develop think tank priority areas
- Continue systematization of Professional Nursing Practice departments and programs
- Support retention of nursing staff through the lifespan of novice to expert
 - Mentoring, fellowships, clinical ladder, transition to practice program
- Succession planning, mentoring, formalizing business health care education (American Organization for Nursing Leadership, budget bootcamp)
- Full implementation of Clinical Nurse Leader/Clinical Nurse Specialist dyad

STRATEGY

Promote and improve wellness while anticipating future risks to nursing well-being

- Encourage ownership and self-reliance in wellness skills and activities
 - Ensure continuing competency, encourage ongoing career growth/management, and improve access to Senior (retired) RN Council, mentorship
- Encourage a culture of wellness
 - Identify new opportunities for additional efficiency or structures to support nurse work-life balance, improve healthy work environment metrics
- Improve retention and decrease turnover
 - Ensure alignment with RUSH Wellness to promote nurse well-being
 - Collaborate with medical center human resources on associate degree nurse hiring pilot



STRATEGY

Advance professional nursing practice at RUSH and contribute to the advancement of the nursing profession and health care across the globe through innovation, research and professional scholarly work

Advance research and evidence-based practice

- Continue to expand the Nursing Research Symposium to include all of Rush University System for Health and non-affiliated organizations from across the United States
- Enhance participation of clinical nurses in nursing research and the RUSH Nurse Research Fellowship
 - Identify and participate in research opportunities that include disciplines and collaborative partners outside of nursing
 - Engage with students and preceptors at all levels to support and facilitate increased publication through abstract submission
 - Expand training and education for nursing leaders to support and facilitate innovation, research and scholarly work

- Expand Department of Nursing performance goals to include one service line-level research project as an annual goal
- Increase visibility of the Center for Clinical Research and Scholarship through the development of a system-wide nursing research strategy
 - Expand the research fellowship program for direct care RNs to include external partnerships and collaborative, multidisciplinary research
- Grow and expand participation in Rush University System for Health nursing studies
- Develop Rush University System for Health Leadership Fellowship in Research and Evidence-Based Practice

Advance the voice, influence and expertise of nurses nationally and internationally

- Provide support for nurses to influence nursing and health care policy and practice regionally, nationally and internationally through participation in professional organizations, boards, and the American Academy of Nursing and its fellowship program
- Increase College of Nursing faculty appointments for nurse leaders at the medical center, including Rush University Medical Group, and across Rush University System for Health

- Annualize existing nursing think tank model to include nurse clinicians and external partners to engage across a variety of topics impacting nursing care delivery and health care environment
- Explore nursing care models and opportunities to optimize to reflect the changing health care environment
- Explore and grow external partnerships for future development of an innovation center

Advance health equity through the implementation of initiatives to improve care and health equity among all populations served

- Continue RUSH Health Equity Nursing Council
- Promote and support continued leadership professional development in diversity, equity and inclusion
- Improve care delivery to diverse and underrepresented patient populations through focus on preventative care, health optimization, and social determinants of health
- Support nursing doctorate students in projects focused on improving and understanding health literacy
- Disseminate key points of the National Academy of Medicine Future of Nursing report and support initiatives to implement recommendations

STRATEGY

Create a RUSH Nursing Center of Excellence and develop the brand nationally and internationally as the exemplar of innovative nursing practice, new knowledge and standards of care for the profession

- Develop and disseminate current RUSH best practices (for example, CLABSI Eyes on Lines)
- Market our programs (such as the Charge Nurse Fellowship)
- Develop replicable pipeline programming to support growing the nursing workforce, leveraging our relationships with the underserved West Side community
- Increase the presence of RUSH on boards of professional nursing organizations
- Set the standard for patient and family experience, implementing new strategies such as real-time patient surveys and online focus groups to enhance patient experience
- Serve as a beta site for innovations in quality practice (such as the Oculi Database, development of pediatric and ambulatory indicators)
- Collaborate with the College of Nursing to support research examining performance of our new nurses hired during the COVID-19 pandemic and lead changes to the education of the profession moving forward (such as quality/safety, engagement/satisfaction/retention, “quiet quitting” phenomenon)
- Consolidate the Center for Clinical Research and Scholarship with this new RUSH Nursing Center of Excellence to ensure a focus on research and evidence-based practice across the continuum of RUSH nursing (college to hospital to ambulatory care)

STRATEGY

Accelerate the body of work on health equity and social determinants of health to outcomes-driven action plans for improvement

- Examine populations with high readmission rates using root cause analysis to target interventions to ensure equity in care provision
- Enhance screening for social determinants of health to ensure development of action plans around birth equity and equitable management of a diverse patient population in the West Side community with hypertension and diabetes



STRATEGY

Advance the structure of financial management to benefit hospital operations and Rush University Medical Group stewardship

- Increased capacity/competency/knowledge (business acumen) in both hospital and ambulatory care nursing
- Develop predictive staffing model (acuity) to influence and enhance our staffing guidelines
- Optimize real-time scheduling and staffing tools to predict staffing trends

STRATEGY

Develop clinical nurse strategy to better articulate and define financial terminology (overall hospital financial management) and how it relates to nursing finance

- Include basic nursing and hospital financial terms in charge nurse workshop
- Offer basic course in nursing financial management
- Partner with College of Nursing dean as guest speaker on nursing finance for students

STRATEGY

Improve resource management by continuing collaboration with Human Resources compensation team to understand the competitive nursing labor market and implement cost saving ideas that utilize predictive staffing analytics and supply management

- Employ resource management initiatives such as the temporary employment program and weekender program and weekend/attendance policy foci to reduce staff turnover, burnout/stress and vacancies
- Hold quarterly meetings with compensation team to maintain understanding of the impact of internal equity and external markets on competitive salary practices
- Extend sustainability efforts such as supply management initiatives for waste prevention (program for pulse oximeters, fall alarm sensor pads reprocessed, exergen thermometer), trials for Stryker steerable sheath (electrophysiology lab) or assess and review potential buyback opportunities via collaboration with supply chain partners



STRATEGY

Foster a culture of diversity, equity and inclusion for nurses

Diversity with nursing recruitment

- Collaborate with Hispanic-serving institutions and historically Black colleges/universities to develop dual enrollment programs to shorten path to RN license, collaboration with human resources to engage and recruit diverse candidates
- Maintain a mindset of diversity with hiring managers and self-awareness of implicit bias
- Explore nursing pipeline opportunities
 - Collaborate with the College of Nursing to promote development of students as future RN workforce (such as PCTs, MAs, STs), identify partners for BSN completion programs, future leader mentorships

Work in tandem with organizational efforts to support diversity and inclusion

- Coordinate by hiring practice, advancement and succession planning and educational programs to enhance self-awareness of implicit bias

Ⓢ RUSH