

# 2023-2025 NURSING STRATEGIC PLAN

**Our nursing commitment:**  
Providing the foundation of  
nursing practice at UK HealthCare



# 2025 STRATEGIC PLAN

## DRIVEN BY QUALITY, SAFETY AND VALUE

*One community committed to creating a healthier Kentucky*



# TABLE OF CONTENTS

- 6** What it means to be a Magnet® organization
- 8** Our nursing mission, vision, values and philosophy
- 10** Professional practice model implementation guide
- 12** Providing safe patient care
- 14** Delivering an outstanding patient experience
- 16** Health information technology and support for bedside nursing
- 18** Promoting behavioral health
- 20** System of accountability for diversity, equity and inclusion
- 22** Promoting a culture of safety: workplace violence prevention
- 24** Fostering employee engagement
- 26** Guiding the direction of professional nursing
- 28** Supporting growth and complex care
- 30** Enriching the well-being of our workforce

### Strategic Enablers

- Brand and marketing strategy
- Digital health (EHR) & transformative analytics
- Communications & engagement
- Philanthropy
- Financial & operation forecasting, capital planning
- Facilities planning
- Human resources

A celebratory scene with confetti and a hand holding a pom-pom. The background is a blurred image of people in a room, with a hand in the foreground holding a large, white, fringed pom-pom. The overall atmosphere is festive and celebratory.

MAGNET  
RECOGNIZED

AMERICAN NURSES  
CREDENTIALING CENTER

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Enterprise Magnet re-designation announcement. All staff and nursing leadership were invited to hear the celebratory call with our ANCC representative.

## WHAT IT MEANS TO BE A MAGNET ORGANIZATION



Magnet recognition is considered the gold standard for nursing excellence. The Magnet Recognition Program has been a driving force for nursing excellence since the early 1990s. The program originated from a 1983 nursing research study that identified common characteristics in hospitals that successfully recruited and retained top talent nurses.

Currently, **less than 10% of US hospitals** have Magnet designation and **only 6 hospitals in Kentucky** have this honor. UK HealthCare achieved Magnet designation in 2016, and received subsequent re-designation in 2021, illustrating to prospective patients and future employees that our organization has remarkably high patient care standards and a strong commitment to developing the talents of our dedicated employees.

More than 30 years of research demonstrate the following positive outcomes for healthcare facilities that achieve Magnet designation:

- higher nursing-sensitive quality outcomes than non-Magnet organizations
- higher patient experience scores than non-Magnet organizations
- higher nurse satisfaction scores than non-Magnet organizations
- nursing recruitment and retention advantages, such as lower nursing turnover rates and higher nursing retention rates than non-Magnet hospitals

The renewal of our Magnet designation is a testimony to the focus and commitment of our entire multidisciplinary team to provide the best possible nursing care for our patients. Upon receiving our most recent Magnet designation, ANCC (American Nurses Credentialing Center) sent the following message:

“The Commission on Magnet is proud to recognize your second designation as a Magnet organization! This credential is a testament to the countless contributions your nurses, in collaboration with other team members, have made in their commitment to providing quality patient care through innovations in professional nursing practice.”

We have officially set out on the journey to our 3rd consecutive Magnet designation in 2025! Our goal is to illuminate your hard work and daily achievements in nursing excellence, so please ask us how you can get involved!

When asked “What does it mean to be a Magnet organization?,” UK HealthCare nurses said the following:



“To me, being Magnet means being empowered and being able to have a seat at the “table” when discussing the best nursing care for my patients.”

“Being part of a Magnet organization means that we give the highest level of care to our patients and families. Teamwork between the nursing staff, providers, and essential services team members is evident daily.”

“To me, Magnet means empowerment – nursing empowerment by being included in bedside rounding and the patient plan of care, as well as involvement in patient-centered care through councils and shared governance.”

“Magnet status is not just an award; it is a destination. Magnet organizations recruit the best clinicians, deliver excellent patient outcomes, and support nurses in becoming their best versions. A Magnet-designated organization empowers nurses to lead change, deliver high-quality care, and improve health outcomes.”

“I see Magnet designation to recognize the work we already do each day. I enjoy seeing the exemplars of staff going above and beyond. I like to think of Magnet recognition as the nurses making it happen daily, not just as a document.”

“This prestigious Magnet recognition benefits an organization, not just the nurses. Magnet also signifies to patients that they will get high-quality care delivered by the best nurses and supporting staff. I feel like it is important and meaningful for an organization to be Magnet status.”



# OUR NURSING MISSION, VISION, VALUES AND PHILOSOPHY

## MISSION

Provide leading-edge patient care while advancing professional nursing practice.

## VISION

Lead the way for every patient, every time: nursing practice, patient care, and scholarship.

## VALUES

UK HealthCare, the College of Medicine, and Eastern State Hospital have implemented five values to help guide actions, behaviors, and decision-making to foster a cohesive work culture focused on patient-centered care. These values are our foundation for every person, every patient, every time, as demonstrated through the Nursing Professional Practice Model. The DIReCT (Diversity, Innovation, Respect, Compassion, Teamwork) values are:

- **Diversity:** We foster a people-centered environment that is inclusive of all.
- **Innovation:** We embrace continuous learning and improvement to drive positive change.
- **Respect:** We value our patients and families, our partners in care, our community, our co-workers, ourselves, and the resources entrusted to us.
- **Compassion:** We express empathy for the needs, thoughts, and feelings of those we serve and with whom we work.
- **Teamwork:** We cultivate and maintain meaningful relationships to create positive outcomes.

## PHILOSOPHY

- We consider our work as nurses to be an honor, and we strive for continuous improvement to provide excellence in all that we do.
- Nursing care is delivered in a complex environment that supports the trifold mission of patient care, education, and research. As nurses, we participate in each aspect of the mission, with patient care holding the principal position in our daily efforts.
- A patient's right to participate in care planning is regarded as a nursing value at UK HealthCare. We understand that patient and family education about treatment and care options is a nursing responsibility, held jointly with our physicians and other members of the team. We accept that responsibility.



# PROFESSIONAL PRACTICE MODEL IMPLEMENTATION GUIDE

UK HealthCare nursing encourages interaction at all levels of nursing practice.

## I AM A LEADER COMMITTED TO EVIDENCE-BASED PRACTICE.

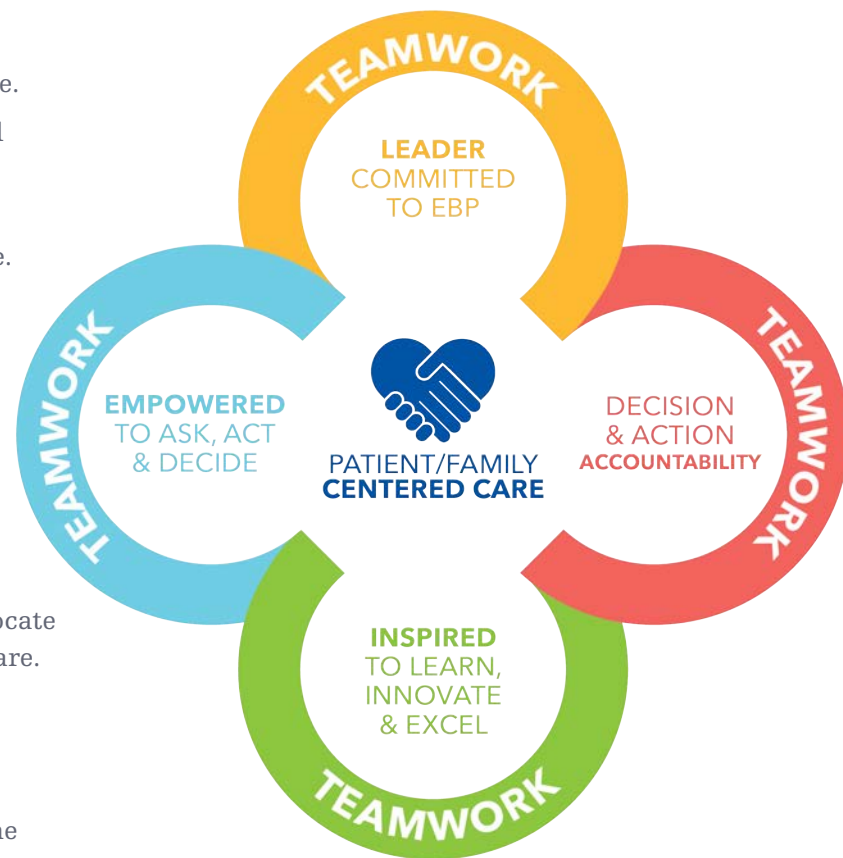
I am a leader when I:

- ensure quality and safety in my practice.
- incorporate the spirit of inquiry related to our clinical practice.
- seek out evidence and stay abreast of changes to support my nursing practice.
- collaborate with the multidisciplinary care team to make changes in the care provided based on the evidence.

## I AM EMPOWERED TO ASK, ACT AND DECIDE.

I ask, act and decide when I:

- “stop the line” for patient safety to advocate for our patients and their partners in care.
- escalate concerns to the appropriate team member, using provider and/or nursing escalation.
- work to clarify the goals of care with the multidisciplinary care team.
- advocate for the needs of my patients.



## I BELIEVE PATIENT- AND FAMILY-CENTERED CARE MAKE UP OUR CORE ELEMENT.

I show my belief in patient- and family-centered care by:

- engaging the patient and their partners in developing their goals of care.
- participating in multidisciplinary rounds, which include the patient and their partners in care, by using collaborative communication.
- carefully listening in order to understand our patients and their needs.
- using hourly rounding to make sure our patients are safe and have what they need.
- involving our patients and their partners in care in the patient safety handoff process.
- ensuring the prevention of harm by monitoring nursing-sensitive indicators and adhering to evidence-based bundles.
- using the teach-back education method to be sure our patients feel confident in caring for themselves.
- being respectful of a diverse patient population.
- using health literacy principles to support patient understanding.

## I AM ACCOUNTABLE FOR DECISIONS AND ACTIONS.

I own my nursing practice by:

- holding myself and my colleagues accountable for the improvement of patient outcomes.
- encouraging participation in nursing professional governance.
- using quality outcomes data to improve the care of our patients.

## I AM INSPIRED TO LEARN, INNOVATE AND EXCEL.

I learn, innovate and excel when I:

- interact and develop a therapeutic relationship with my patients and their partners in care.
- achieve and maintain a national certification.
- achieve and maintain a nursing professional advancement level.
- join/maintain membership in a professional organization.
- pursue an advanced degree.
- participate in community initiatives.
- precept new nurses and nursing students.
- attend a conference related to my clinical interest.
- submit/conduct a poster presentation or podium presentation.



PROVIDE  
MORE VALUE

# PROVIDING SAFE PATIENT CARE

*Provide safe patient care by using the latest nursing evidence, promoting autonomous practice, and using quality data to prevent hospital-acquired conditions and improve patient outcomes.*

## **MAGNET ALIGNMENT:**

Exemplary professional practice

## **NURSING PRACTICE:**

Reliable delivery of evidence-based, safe nursing care



Scan QR code for the full list of outcomes and associated metrics.

## **NURSING COMMITMENTS**

- I will always keep our patients at the center of everything I do.
- I will accept accountability for my nursing practice.
- I will actively incorporate best practices into my daily work based on emerging nursing evidence and quality data.
- I will actively participate in the WILDCARD process for applicable areas.
- I will provide feedback to my colleagues when there is a deviation from our standard of care; I will accept constructive feedback from my colleagues when I deviate from our standard of care.
- I will actively participate in quality improvement interventions and/or No Harm workgroups in my unit or clinic.
- I will actively participate in safe patient handoff.
- I will actively participate in daily safety huddles, dyad huddles, and unit/clinic-level sprints from enterprise workgroups.
- I will commit to safe medication delivery and barcode scanning of all medications as indicated.
- I will actively engage in the review following a harm event through huddles and swarms.

## **NURSE LEADER COMMITMENTS**

- I will ensure nurses have the information, data, supplies, and resources they need to provide the evidence-based standard of care.
- I will actively promote an environment of safety for our patients and our staff.
- I will utilize our WILDCARD process with staff and patients to provide education and feedback to prevent harm events.
- I will actively participate in the appropriate No Harm groups as indicated by outcomes in my areas of responsibility.
- I will routinely review and communicate quality data for my areas of responsibility.
- I will collaborate with my dyad partner to improve patient care delivery, with a major emphasis on hand hygiene.
- I will commit time daily to dedicated patient safety rounding in my areas of responsibility.
- I will lead and actively participate in daily safety huddles in my areas of responsibility.
- I will encourage active participation in quality improvement and/or No Harm work groups, daily safety huddles, dyad huddles, and unit-level sprints.

- I will escalate concerns from unit/clinic daily safety huddles to the entity-based daily safety briefings, as appropriate, to ensure follow-through and resolution of action items at the unit/clinic level.
- I will actively lead and encourage active participation in the review following a harm event through huddles and swarms and integrate interventions into practice.
- Nursing senior leadership and director levels will partner with the University of Kentucky College of Nursing to support new nursing education that drives safe, quality, and evidence-based patient care.

## **OUTCOMES**

1. Continued alignment with the Enterprise No Harm groups, collaborating with dyad leaders and key stakeholders to drive performance indicators at the enterprise and local levels.
2. Greater than or equal to 90% compliance with WILDCARD bundles for all areas in which WILDCARDS are implemented.
3. Achievement of enterprise hand hygiene goal.
4. Achievement of enterprise goals and benchmarked performance on key performance indicators within the inpatient and ambulatory settings. To include, but are not limited to, catheter-associated urinary tract infections (CAUTI), central line-associated bloodstream infections (CLABSI), hospital-acquired pressure injury (HAPI), patient falls with injury, methicillin-resistant staphylococcus aureus (MRSA), severe hypoglycemia, barcode medication administration (BCMA), post-partum hemorrhage (PPH), ambulatory nurse sensitive indicators (NSIs) and other defined quality metrics.
5. Continue the quality and patient safety education and outcomes reporting through quarterly No Harm reviews, with an emphasis on enhancing reliability and transparent reporting.
6. Partner with information technology to utilize performance-driven heat maps and a proactive approach to patient harm reduction.
7. Continue partnership with the Patient and Family Advisory Councils as No Harm stakeholders.
8. Partner with the health system Enterprise Nursing Practice Council to define priorities, review outcomes and align patient care needs at the front-line nurse level.

**TEAM LEAD:** Amanda Green, Rachel Howard, Sarah Lester, and Amanda Martin

**EXECUTIVE SPONSOR:** Kim Blanton and Kathy Isaacs



# DELIVERING AN OUTSTANDING PATIENT EXPERIENCE

*Empower nursing to create a patient- and family-centered care environment where everyone feels valued and respected aligning with UK HealthCare values and Magnet guiding principles to engage patients and families so they are confident in their care.*

**MAGNET ALIGNMENT:**

Exemplary professional practice

**NURSING PRACTICE:**

- Therapeutic engagement with the patient and family
- View the patient as a whole person, respecting the differences among people
- Develop, document, and individualize care and goals based on patient and family needs and expectations



Scan QR code for the full list of outcomes and associated metrics.

**NURSING COMMITMENTS**

- I will practice UK HealthCare’s Living DIRECT (Diversity, Innovation, Respect, Compassion, Teamwork) values in all interactions with patients, families, and partner in care.
- I will commit to rounding on my patient(s), using AIDET, and safe patient handoffs.
- I will engage the patient, their family, and their partner in care to develop their unique goals of care.
- I will carefully listen to my patients, their families, and their partner in care so I can understand their needs.
- I will use appropriate teaching methods and resources to educate my patients, their families, and their partner in care.
- I will leverage enhanced health information technology for individualized patient and family communication and education as standard practice.

**NURSE LEADER COMMITMENTS**

- I will demonstrate UK HealthCare’s Living DIRECT values in all interactions with patients, families, partner in care, interdisciplinary teams, and colleagues.
- I will collaborate with team members to prevent and find resolutions to service failures.
- I will use each huddle, staff meetings, and weekly/monthly note to educate and inform staff on patient experience and our data in regard to meeting and exceeding our goals.
- I will recognize staff when they excel in providing an outstanding patient experience.
- I will work collaboratively with the Office of Patient Experience to understand survey metrics and comments.
- I will work to foster a Healthy Work Environment that supports the care team in producing outstanding clinical, service, and patient outcomes.
- I will collaborate with the Patient and Family Advisory Councils (PFAC) to improve and enhance the patient experience.

- I will collaborate with my dyad partner(s) to improve patient experience through consistent communication to ensure we are working together to meet our goals.

**OUTCOMES**

1. Communication and teamwork are focuses on all patient surveys listed below:
  - Kentucky Children’s Hospital: Child HCAHPS
  - Kentucky Children’s Hospital: NICU Survey
  - Ambulatory: Medical Practice Survey
  - Ambulatory: Urgent Care Survey
  - Ambulatory Surgery: OAS-CAHPS
  - Outpatient Services Survey
  - Chandler and Good Samaritan Hospitals (Adult): HCAHPS
  - Eastern State Hospital and UK HealthCare: Behavioral Health Services Survey
  - Emergency Department (Adult/Pediatrics): ED Survey
2. Continue patient and family experience education and outcomes reporting.
3. Achievement of enterprise patient experience goals.
4. Continue partnership with the Patient and Family Advisory Councils as patient- and family-experience stakeholders.

\*\*\*To review specific questions from the surveys listed above, please view the following link:

<https://theloop.ukhc.org/Interact/Pages/Section/ContentListing.aspx?subsection=4856>

**TEAM LEAD:** Amanda Martin and Rebecca Quillen

**EXECUTIVE SPONSOR:** Patty Hughes





ADVANCE CARE  
STRATEGICALLY

# HEALTH INFORMATION TECHNOLOGY

## SUPPORT FOR BEDSIDE NURSING

*Leverage health information technology to improve nurse efficiency, system usability, and clinical outcomes.*

### MAGNET ALIGNMENT:

Exemplary professional practice



Scan QR code for the full list of outcomes and associated metrics.

### OUR IT/INFORMATICS COMMITMENT

- Health Information Technology is a strategic enabler for nursing care delivery. We are committed to leveraging available and future technologies to foster nurse efficiency and well-being within the Electronic Medical Record (EMR) through the following tactics:
  - Leverage Nursing Efficiency Assessment Tool (NEAT) data to proactively identify EMR system areas of opportunity and remove unnecessary activities from nurse EMR workspaces.
  - Reduce EMR documentation burden through system analysis and rationalization of flowsheets, navigators, and required documentation to accurately capture relevant information about the clinical picture and patient.
  - Perform quarterly best practice advisory (BPA) tune-up reviews to reduce system noise and popups presented during the nursing workflow.
  - Provide ongoing training opportunities through Nursing Strategic Strikes, Epic Nursing Grand Rounds, and Epic Nurse Advanced Chart Explorer (ACE) certificate programs in the following formats so all who want may attend live-in person, live virtual, and asynchronous to disseminate efficiencies and features.
  - Nursing Informatics and Digital Navigators to collaborate with Clinical Nurse Specialists and Nursing Staff Development colleagues for targeted at-the elbow (ATE) rounding, system support, and education.
  - Improve mobile usability through enhanced Rover functionality and increased documentation capabilities.
- Incorporate and/or map social determinants of health into existing nursing workflow and processes.
- Continue our focus on pronouns, preferred names and the ability to list sexual orientation and gender identity for patients with the EMR.

### NURSING COMMITMENTS

- I will review required documentation (admission, discharge, and daily shift assessments) prior to the end of my shift.
- I will review my patient orders via the orders tab as not ALL orders appear on the Nursing Brain.

- I will review and release appropriate held orders upon receiving a patient from another area.
- I will perform safe medication administration via bar code medication administration as it protects me and my patient from preventable error.
- I will commit to being a nurse innovator through collaborating with my Nursing Informatics colleagues for EMR system usability and system design.

### NURSE LEADER COMMITMENTS

- I will leverage Epic reporting capabilities such as Nursing Impact Supervisor Summary for visualization of tracking documentation compliance, blood and medication administration safety, and workflow proficiency metrics of staff.
- I will engage with Nursing Informatics and Digital Navigators during rounding to further my understanding of system features and bedside accountability.

### OUTCOMES

1. Maintain our national Epic standing for nursing productivity, currently in the 85th percentile of all Epic hospitals.
2. Decrease nursing's active time in flowsheet documentation by 10% per shift.
3. Maximize Rover documentation usability to assist nursing in more real-time, discrete flowsheet documentation to decrease documentation latency by 10%.
4. Decrease nursing pop-up advisories with the fewest actions taken to eliminate system noise.

**TEAM LEAD:** Jessica Collins

**EXECUTIVE SPONSOR:** Gwen Moreland



# PROMOTING BEHAVIORAL HEALTH

*Provide evidence-based nursing care in behavioral health and substance use disorders while maintaining a safe environment for patients, visitors and staff.*

**MAGNET ALIGNMENT:**

Exemplary professional practice

**NURSING PRACTICE:**

Reliable delivery of evidence-based, safe nursing care



Scan QR code for the full list of outcomes and associated metrics.

**NURSING COMMITMENTS**

- I will provide care that promotes patient dignity.
- I will complete suicide screenings for all patients upon presentation as designated per policy, and escalate as indicated.
- I will provide a safe environment for patients at risk of self-harm/suicide through environmental awareness, environmental checklists, and increased observations as indicated by symptom burden.
- I will consider the use of integrative medicine modalities for my patients when appropriate.
- I will maintain my knowledge and understanding of de-escalation techniques and the proper use of non-violent and violent restraints, including required documentation.
- I will consult the behavioral health specialist, addiction medicine consult service, and other resources for guidance in managing patients' behavior and behavioral health diagnosis.
- I will complete training to better understand bias (conscious and unconscious) towards patients with behavioral health needs and substance use disorders.
- I will support patients' participation in health recovery activities including individual and group activities and therapies.

**NURSE LEADER COMMITMENTS**

- I will ensure that staff have access to continuing education in evidence-based care for the behavioral health and substance use disorder populations.
- I will actively promote an environment of safety for our patients and staff.
- I will support the work of the Zero Suicide Council to maintain safe patient outcomes.
- I will continue to evaluate and promote care models to support staff and safe patient care, such as the Behavioral Emergency Response Team, evidence-based aggression prediction tools, and the delivery of crisis prevention training.

- I will promote collaboration with the addiction medicine consult service when indicated.
- I will promote education and delivery of Trauma Informed Care at the point of care.

**OUTCOMES**

1. Increase compliance with restraint documentation requirements.
2. Increase completion of suicide screenings as required by policy for all patients across all settings.
3. Create, communicate, and educate staff on a self-harm reduction tool kit.
4. Introduction of a behavioral emergency response team (BERT) to be phased across all hospital campuses.
5. Improve compliance with completion of post-assault huddle forms.

**TEAM LEAD:** Tanna McKinney and Erin Morris

**EXECUTIVE SPONSOR:** Marc Woods



# SYSTEM OF ACCOUNTABILITY FOR DIVERSITY, EQUITY AND INCLUSION

*Focus on the provision of equitable patient care in an inclusive care environment for the workforce, patients & partners in care, and learners.*

**MAGNET ALIGNMENT:**

Exemplary strategic professional practice



Scan QR code for the full list of outcomes and associated metrics.

**NURSING COMMITMENTS**

- I am committed to providing culturally sensitive care to all patients.
- I am committed to ensuring staff from all backgrounds have equal opportunities for development and promotion.
- I commit to reporting any incidents of bias toward patients, employees, and learners.
- I will assess the language preference of patients on admission and ensure they receive appropriate interpreter assistance when needed.
- I will respect and embrace a diverse team.
- I will consistently conduct inclusive conversations and intervene as needed if discussions are inappropriate by holding peers accountable for consistently demonstrating our values (DIRECT) in actions and communications.
- Nursing will be an active participant in community events serving under-resourced communities/populations.

**NURSE LEADER COMMITMENTS**

- I will practice inclusive leadership and respect team members from all backgrounds.
- I will respect and embrace a diverse team.
- I will partner with the College of Nursing on initiatives that promote and positively impact the recruitment of underrepresented students to the UK HealthCare Team.
- I will participate in and/or facilitate journal clubs related to diversity, equity, and inclusion topics.
- I will conduct inclusive conversations and intervene as needed when discussions are inappropriate and/or do not use inclusive language.
- I will hold myself and staff accountable for consistently demonstrating our values (DIRECT) in actions and communication.
- I will support and promote crucial conversations focused on systemic and/or structural bias.

- I will provide staff with scheduled time to complete cultural humility and diversity educational courses.
- I will support and promote actions to sustain an inclusive care work environment.
- Nursing will be active participants in community events serving under-resourced communities/populations.
- I will continually commit to ongoing education for myself and my team.

**OUTCOMES**

1. Employee Engagement survey questions from the diversity module include stratification of survey items (African American, ethnicity, and LGBTQIA+).
2. Assist in a pilot project/initiative to identify social determinants of health needs of patients, utilizing Epic tool(s).
3. Establish standard work (pilot) for patient discharge education for at-risk populations based on Social Determinants of Health (SDoH)/vulnerability index score.
4. Establish standard work for patient discharge and ambulatory visit education.

**TEAM LEAD:** Gloria Okorley and Lisa Thornsberry

**EXECUTIVE SPONSOR:** Tukea Talbert



INVEST IN  
OUR PEOPLE

# PROMOTING A CULTURE OF SAFETY: WORKPLACE VIOLENCE PREVENTION

*We will work to ensure a healthy work and healing environment that is free from inappropriate, disruptive behavior that could hinder delivery of safe, quality patient care.*

## MAGNET ALIGNMENT:

Exemplary professional practice

## NURSING PRACTICE:

- Continue to foster an interdisciplinary approach to enhancing safety practices within the UK HealthCare health system clinical environments
- Committing to event response when team members experience threats, perceived threats, and harm
- Ensure all staff are adequately trained in recognition, response, and intervention (where appropriate)



Scan QR code for the full list of outcomes and associated metrics.

## NURSING COMMITMENTS

- I will communicate all workplace violence concerns to the care team and my supervisor (DCN, HOA after hours).
- I will complete a Safety Intelligence (incident) report for all episodes of workplace violence.
- I will escalate the issue to leadership if I do not feel that my concerns are being adequately addressed.
- I will follow all policies and procedures put in place to reduce workplace violence:
  - I will wear my ID badge.
  - I will not leave doors unsecured.
  - I will follow the visitation guidelines.
  - I will follow policy to identify safety risks and utilize health system resources to support my safety. These include, but are not limited to, door signage, ticket-to-ride, electronic health record violence flag, and other violence prevention tools.
- I will de-escalate patient/visitor situations using motivational language and escalate to leadership as appropriate.
- I will use the behavioral expectations document with every patient and escalate to a care contract as needed.
- I will engage and partner with the University of Kentucky Police Department and/or UK HealthCare Security when safety/workplace violence concerns occur.

## NURSE LEADER COMMITMENTS

- I will ensure staff receives workplace violence prevention education that includes increased awareness, escalating concerns, how to report incidents, and available support measures pre and post-assault
- I am committed and will support all employees with safety/workplace violence concerns.
- I will work proactively with my team to address all safety/workplace violence concerns.
- I will escalate situations that I am having difficulty resolving.
- I will foster appropriate de-escalation education strategies for my service line/area.
- I will utilize the post-assault checklist for all events and connect impacted team members to support resources as needed.
- I will hold staff accountable for reviewing the behavioral expectations document with every patient
- I will request a huddle as needed for safety/workplace violence concerns and assist staff with care contracts.

- I will report safety/workplace violence concerns in the DBSO.
- I will partner with the UK College of Nursing to share feedback and education strategies to support workplace violence prevention education

## OUTCOMES

1. Enhancing UK HealthCare education and communication around workplace violence prevention.
2. As part of the “Your Safety Matters” campaign, partner to implement signage across the organization that supports workplace safety.
3. Enhance staff knowledge regarding workplace violence prevention.
4. Partner with information technology to investigate predictive modeling and a proactive approach to workplace safety prevention tactics.
5. Determine optimal de-escalation training options for staff to include roll-out planning.
6. Violence flag parameter optimized within the EHR (Electronic Health Record) to alert clinical caregivers of real or potential patient violence.
7. Improvement in the following metrics:
  - There will be an increase in completion of the every 12-hour violence screen across the enterprise.
  - There will be an increase in signed behavioral expectations for admitted patients.
  - The safety culture index as referenced by the UK HealthCare health enterprise goals. This includes, but is not limited to, metrics around ‘this organization cares about employee safety,’ ‘I feel free to raise workplace concerns,’ and ‘employees and managers work together to ensure the safest possible working conditions.’
  - There will be an increase in the number of SI reports submitted related to assaults that include the incorporation of the post-assault checklist and staff connected to support resources.

**TEAM LEAD:** Patti Howard and Kristy McMillan

**EXECUTIVE SPONSOR:** Brandy Mathews



# FOSTERING EMPLOYEE ENGAGEMENT

*Continue to improve nursing engagement by maintaining a strong emphasis on the correlation between employee engagement and a healthy work environment.*

**MAGNET ALIGNMENT:**

Transformational leadership, exemplary professional practice

**NURSING PRACTICE:**

- Promote effective collaboration between work units
- Emphasize the importance of leader engagement in the employee experience
- Partner with the workplace safety team to bring forward concerns and thoughts for improvement
- Integrate the healthy work environment education into nursing new employee orientation
- Cultivate resiliency practices across the UK HealthCare health system

**NURSING COMMITMENTS**

- I will respect the individuality and diversity of those in my workplace, in the Commonwealth, and in my profession.
- I will recognize and understand the healthy work environment standards and support the adoption of each in my work unit(s).
- I will personify the Living DIReCT (Diversity, Innovation, Respect, Compassion, Teamwork) values during all interactions.

**NURSE LEADER COMMITMENTS**

- I will develop action plans to address the engagement priorities of my team(s).
- I will adopt and implement strategies designed to enhance the resilience of the workforce.
- I will encourage and support innovation(s).

**OUTCOMES**

1. Will partner with the Office of Patient Experience to evaluate the engagement survey resilience question module and develop education and action planning to support metric evaluation and results in improvement.
2. Improvement in the following metrics on the employee engagement survey:
  - Different work units work well together.
  - I can disconnect from work during my free time.
3. Knowledge of the healthy work environment standards as measured by formal and informal assessments.
4. Partner with the Diversity, Equity, and Inclusion Council to impact action items around the employee engagement diversity module questions.

**TEAM LEAD:** Lauren Stroud and Jane Lawson

**EXECUTIVE SPONSOR:** Patty Hughes



Scan QR code for the full list of outcomes and associated metrics.



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# GUIDING THE DIRECTION OF PROFESSIONAL NURSING

*Outline our direction as the profession of nursing at UK HealthCare, including maximizing collegiality among disciplines and continued professional development to ensure the provision of the absolute best care for our patients.*

## MAGNET ALIGNMENT:

Structural Empowerment

## NURSING PRACTICE:

- Commit to a culture of continued professional development and autonomy in nursing practice
- Be knowledgeable about membership in the profession of nursing at UK HealthCare
- Actively develop others through precepting, mentoring, and role-modeling
- Always communicate in a respectful, inclusive manner
- Promote a culture of professional governance and autonomy over practice
- Maintain Magnet designation
- Continue growth toward a predominately BSN-prepared nursing workforce



Scan QR code for the full list of outcomes and associated metrics.

## NURSING COMMITMENTS

- I will commit to having ownership over my practice and personal contribution to the nursing profession by joining a professional governance council, advancing my degree, achieving a national certification, attending quarterly Nursing Grand Rounds, serving as an advocate for new initiatives/equipment, participate in the Nursing Professional Advancement (NPA) program, and/or presenting at professional conferences.
- I will model the importance of being a member of the UK HealthCare nursing profession.
- I will role model respect for the profession and positively impact new nurses through my role as a preceptor and/or mentor.
- I will communicate in a respectful and inclusive manner.
- I will contribute to a culture of excellence and support our Magnet designation.

## NURSE LEADER COMMITMENTS

- I will commit to my professional development, including advancing my degree, achieving a national certification, and/or presenting at national conferences.
- I will model the importance of being a member of the UK HealthCare nursing profession through my support of the nursing preceptor and nursing mentor.
- I will support new and innovative strategies to increase the nursing workforce.
- I will model how to communicate in a respectful, inclusive manner.
- I will contribute to a culture of excellence and support our Magnet designation.
- I will support and grow our governance structure.
- I will support achieving a predominantly BSN-prepared workforce.
- I will support academic clinic partnerships, throughout the state, with UK HealthCare and the University of Kentucky College of Nursing, to advance the role of the nurse scientist and improve patient outcomes provided by this collegial partnership.

## OUTCOMES

1. Achieve a 0.10% or higher increase in UK HealthCare registered nurses (of those that are eligible) that currently hold a national certification.
2. Achieve a 0.10% or higher increase in UK HealthCare registered nurses with a BSN or higher degree, to include BSN, MSN, DNP, or PhD.
3. Achieve a 5% or higher increase in the number of active professional governance councils.
4. Outcome implementation strategies:
  - Utilization of Nursing Professional Advancement (NPA) to guide/support continued achievement with national certification attainment.
  - Continued bi-annual enhancements to the Leaders in Training (LIT) program based on participant feedback.
  - Nurse Manager Mentoring Program: January 2023.
  - Continued work with preceptor development to support continued BSN workforce growth.
  - Extension of the Student Nurse Apprentice Program (SNAP) to support nursing degree completion/practice readiness.

**TEAM LEAD:** Margie Summers

**EXECUTIVE SPONSOR:** Kathy Isaacs



# TRANSFORMATIONAL LEADERSHIP: SUPPORTING GROWTH IN COMPLEX CARE

*Optimize UK HealthCare enterprise capacity management through an evidence-based, patient-centric approach to patient movement along the care continuum.*

**MAGNET ALIGNMENT:**  
Exemplary professional practice



Scan QR code for the full list of outcomes and associated metrics.

## OUR COMMITMENTS

- Optimize placement needs for all transfer requests and smooth transition of ambulatory admissions.
- Identify patients whose care can be provided at an alternate level of care, outpatient setting, or ambulatory setting (align the level of care with the appropriate setting).
- Development of system networks across UK HealthCare ensuring access to all levels and settings of care from ambulatory to inpatient services — right patient, the right level of care (including patients transferring for inpatient specialized care).
- Continued growth of Good Samaritan Hospital to include optimization of the intensive care unit and expansion of services to support growth.
- Telemedicine utilization throughout the health system and community healthcare facilities through the eCAT ICU and e-consults programs.
- Optimize patient throughput and placement across the health system with the following tools and resources:
  - Development of predictive modeling for service lines and procedural areas.
  - Health system/interdisciplinary approach to capacity management.
  - Capacity Surge Protocol.

## NURSING COMMITMENTS

- I will engage nursing leadership in planning for anticipated patient procedural and transfer admissions.
- I will prepare patients for discharge and utilize the UK HealthCare tools that support timely discharge planning.
- I will take a proactive approach to “pulling my patients up” that further supports throughput through timely reporting to the accepting unit and ensuring the accepting unit is ready by the time of arrival.
- I will engage in expected patient admissions, throughput tactics, timely reporting, and input on the staffing model to care for patient acuity.
- I will optimize placement needs for all transfer requests.
- I will assist in the smooth transition of ambulatory admissions.
- I will utilize networks across the UK HealthCare Enterprise ensuring access to all levels and settings of care from ambulatory to inpatient services — right patient, the right level of care (including patients transferring for inpatient specialized care).

## NURSE LEADER COMMITMENTS

- I will employ customized Epic technology monthly reports per unit and facility to measure throughput. Utilize data to identify opportunities to improve unit-based and facility initiatives.
- I will meet established, appropriate and timely transfer of patients into UK HealthCare.
- I will support the growth of the ambulatory, outpatient, eCAT ICU, behavioral health, and teleconferencing services.
- I will take a proactive approach to support patients being at the appropriate level of care.
- I will support a flexible staffing model.
- I will work and collaborate to remove barriers for “medically ready for discharge” patients.

## OUTCOMES

1. Improvement in the following metrics:
  - Increase in the volume of targeted postprocedural patients.
  - Average daily census vs. percentage occupied (exclude/separate the behavioral health census).
  - Trend transfer time using established data.
  - Monitor labor costs.
  - Emergency department decision to admission/departure.
  - Productivity through our health system goal reporting.
  - Service line volumes in targeted areas.
2. Develop a patient flow process that connects outside and transfers patients to UK HealthCare Clinics, Ambulatory and Outpatient services, eCAT ICU and teleconferencing.

**TEAM LEAD:** DeeDee McCallie

**EXECUTIVE SPONSOR:** Kim Blanton and Julie Hudson



# ENRICHING THE WELL-BEING OF OUR WORKFORCE

*Caring for others is an essential element of nursing practice; however, practicing self-care is integral to being able to demonstrate compassion and care toward others.*

**MAGNET ALIGNMENT:**

- Structural empowerment
- Exemplary Professional Practice
- Transformational Leadership

**NURSING PRACTICE:**

Cultivate resilience practices across UK HealthCare



Scan QR code for the full list of outcomes and associated metrics.

**NURSING COMMITMENTS**

- I will access university resources to support my well-being.
- I will identify meaningful solutions to workplace frustrations.
- I will participate in wellness surveys throughout the year.

**NURSE LEADER COMMITMENTS**

- I will engage with my team to identify sources of stress.
- I will refer my team to resources when needed.
- I will encourage participation in wellness events and wellness surveys.

**OUTCOMES**

1. Improvement in resilience index for nurses and nurse leaders.
2. Increased utilization of well-being days.
3. Roll out of Stress First aid to all units/entities.
4. Complete QPR training for leaders and others.
5. Increase the number of nurses participating in the wellness survey.
6. Expand mental health access and services, and mental health promotion services for nurses, while breaking down barriers of stigma.
7. Achieve a 0.10% or higher reduction in the UK HealthCare nursing turnover rate.

**TEAM LEAD:** Ben Hughes, Colleen Hurst and Amberlee Fay

**EXECUTIVE SPONSOR:** Brandy Mathews and Marc Woods





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