



The Center for
Clinical Inquiry[™]



Nursing Strategic Plan: The Roadmap to a \$44M Organizational Impact

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Description and Objectives



During this session, attendees will learn how one organization developed a three-year nursing strategic plan focused on elevating nursing practice which yielded a \$65M impact. We will describe the systematic process utilized, as well the tools, frameworks, and theories leveraged to organize and execute a system-wide nursing strategy.

1. Participants will be able to describe frameworks needed to conduct an organizational assessment.
2. Participants will be able to define the structural components necessary to execute a strategic plan and measure the outcomes.

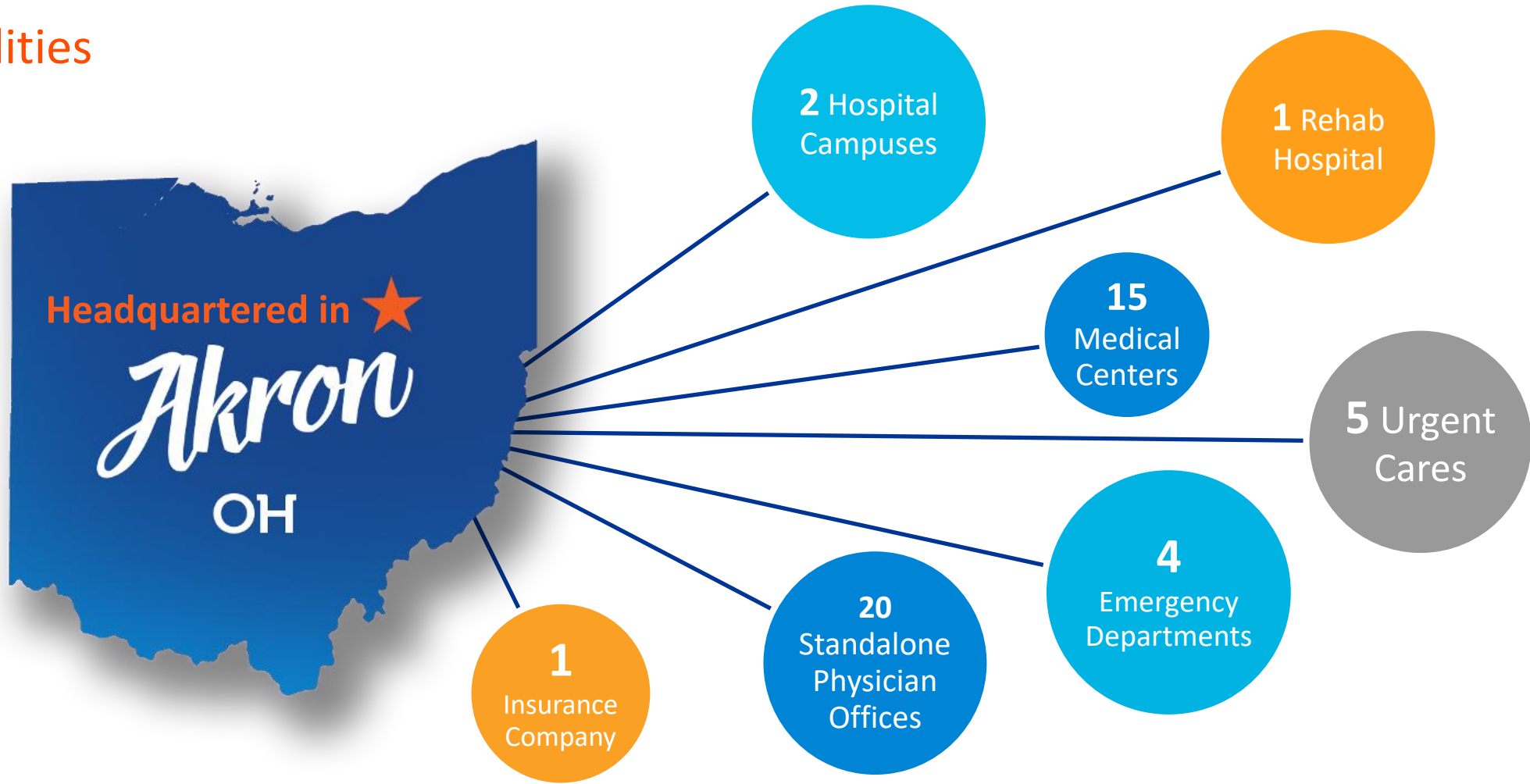
Disclosures



- There are no financial or other disclosures.

Summa Health at a Glance

Facilities



Patients and Employees

Licensed Beds	1,027
Full-time Employees	8,200+
Inpatient Admissions	42,128
Adult Patient Days	188,072
Average Length of Stay	5.15**
Inpatient Surgeries	7,500
Outpatient Surgeries	16,390

Emergency Visits	129,331
Total Hospital Outpatient Visits	446,576
Total Summa Health Medical Group Encounters	2,740,943
Births	4,760
Home Care Visits	183,894
Observation Patients	9,143
SummaCare Members	63,333***

Summa Health Strategic Framework | 2023-2025

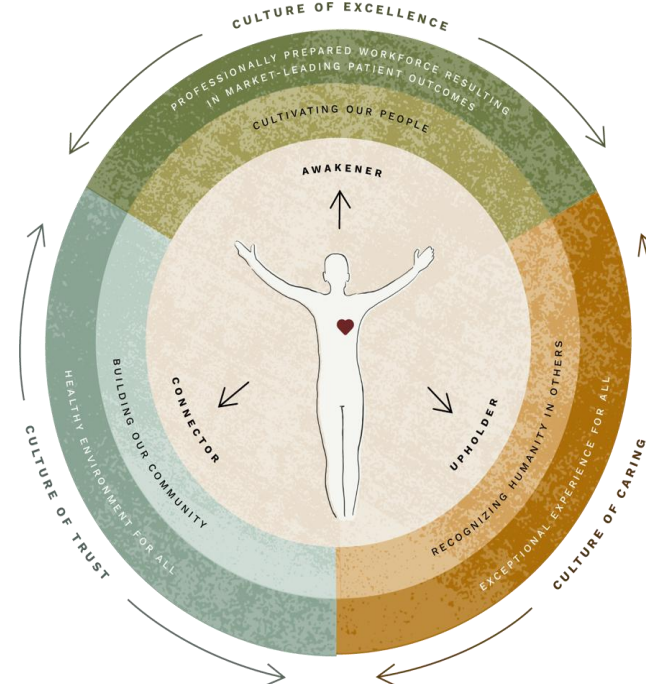
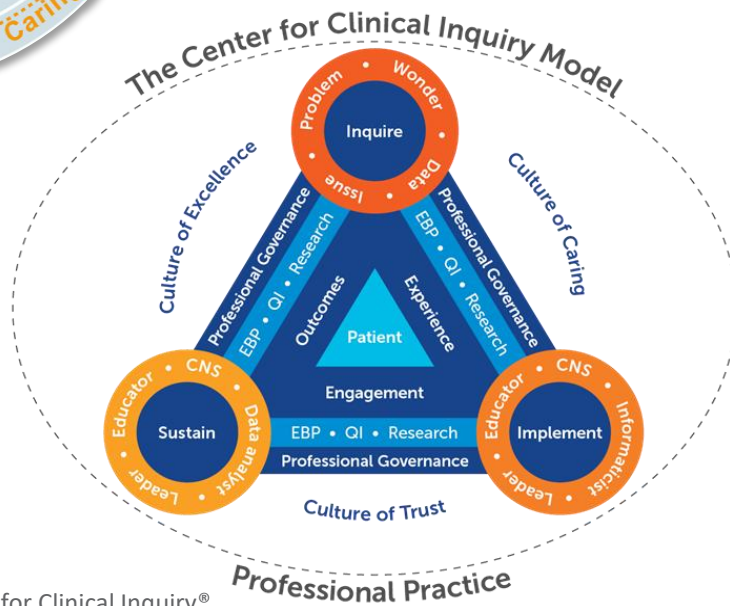
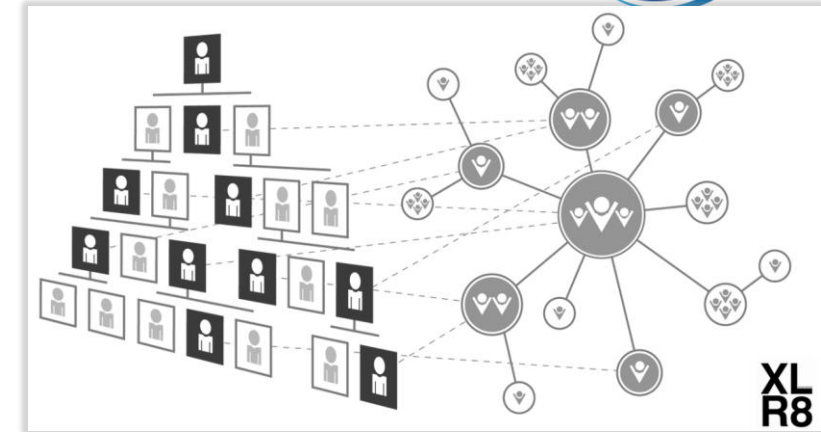
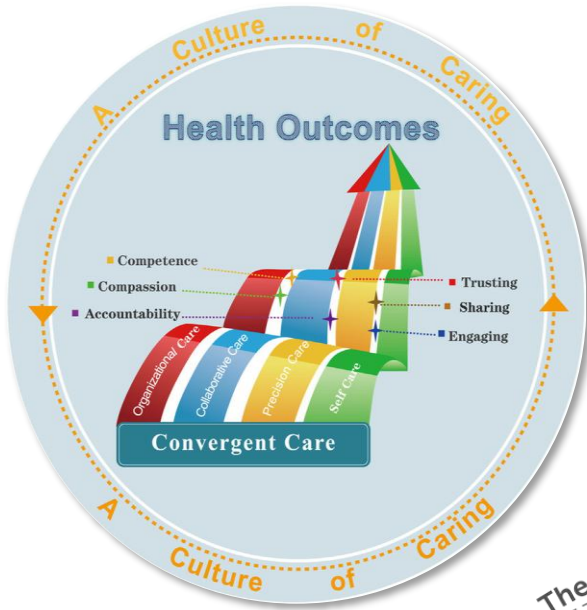
Vision and Alignment with Organizational Goals

- **Investing In Our People**
 - Prioritize Workforce Development: Short and Long Term
 - Enhance Employee and Clinician Engagement
 - Expand Quality, Safety and Nursing Infrastructures
- **Creating One Summa Experience**
- **Pursuing Regionalization**
- **Expanding the Continuum**



Priorities for Nursing Transformation

Theories and Frameworks





All-Inclusive Organizational Care

Restructuring the nursing department to align with span of control: Optimizing departmental structure to increase efficiency and effectiveness.

Self-Care Healthcare Professionals & Patients

Leadership development to implement change:
Focus on cultivating leadership skills to drive
nursing excellence



Person-Centered Precision Care

Creation of The Center for Clinical Inquiry[®], a dual operating system aimed at promoting and supporting change





Interprofessional Collaboration

Re-design of nursing professional governance:
Ensuring evidence-based practices and decision-making were at the heart of nursing operations

Outcomes



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Span of Control (SOC)



Department of Nursing Restructured

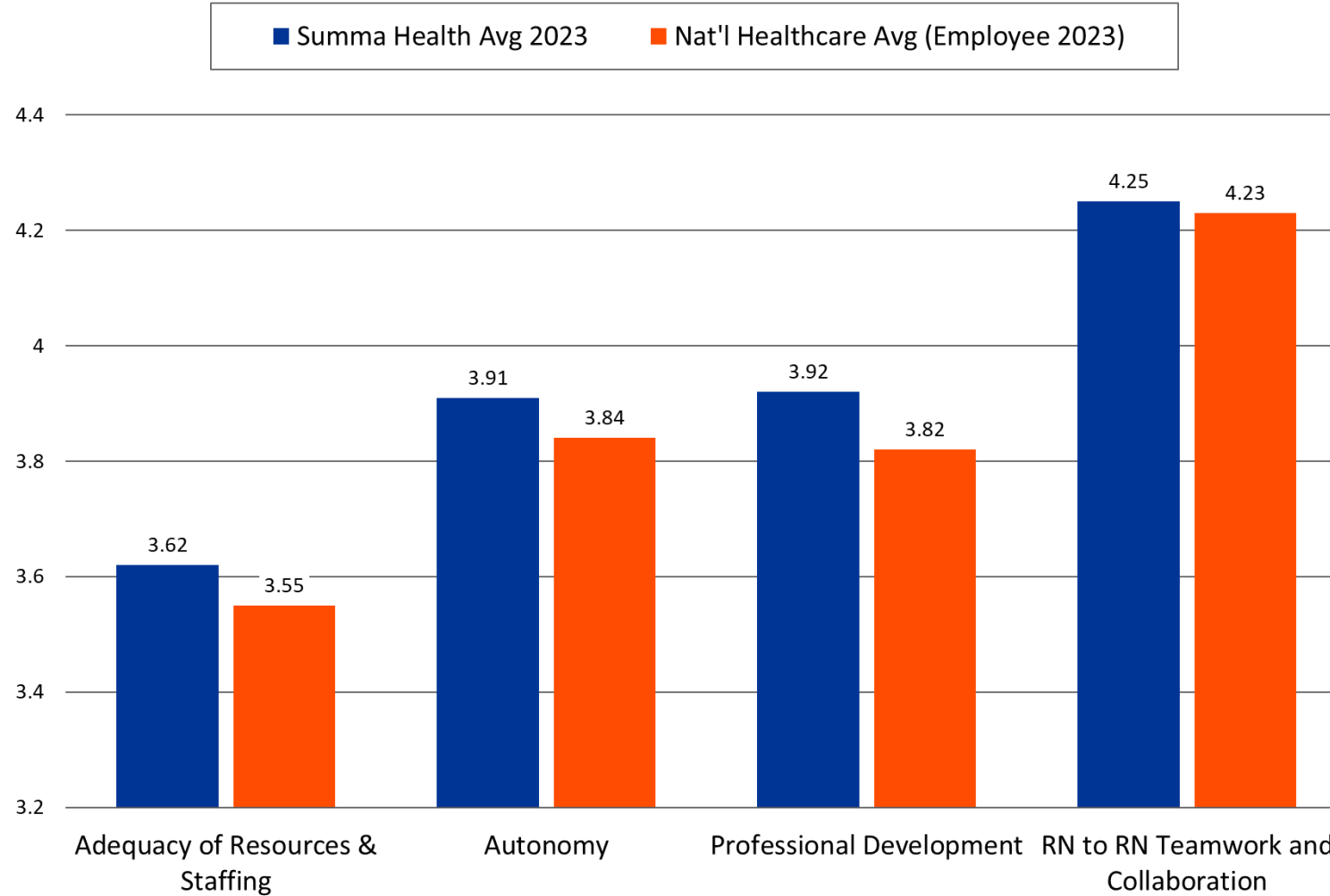
- Added 6 Director level positions
- Added 2 Nurse Manager positions
- Eliminated 5 Supervisor positions
- Revised all job descriptions
- Aligned CNSs and RN Educators



- All units with acceptable SOC
- Decrease in reported average hours worked (45-50)
- CAUTI and CLABSI nursing quality indicators meeting target
- RN turnover decreased 15.6% to 12.8%
- Agency use reduced
- Improved Leapfrog C to B
- 0% manager turnover

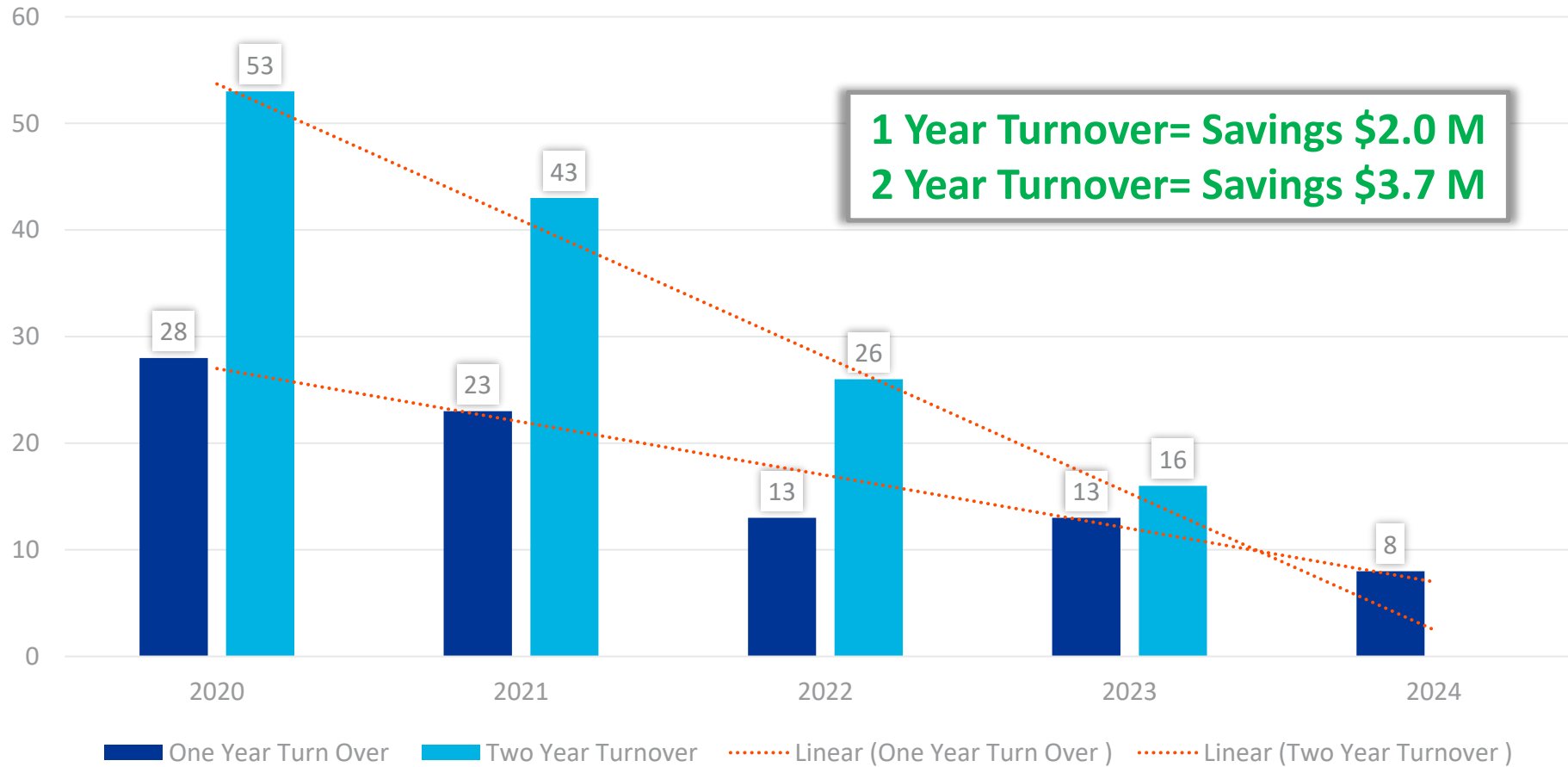
Press Ganey Results

Nursing Engagement

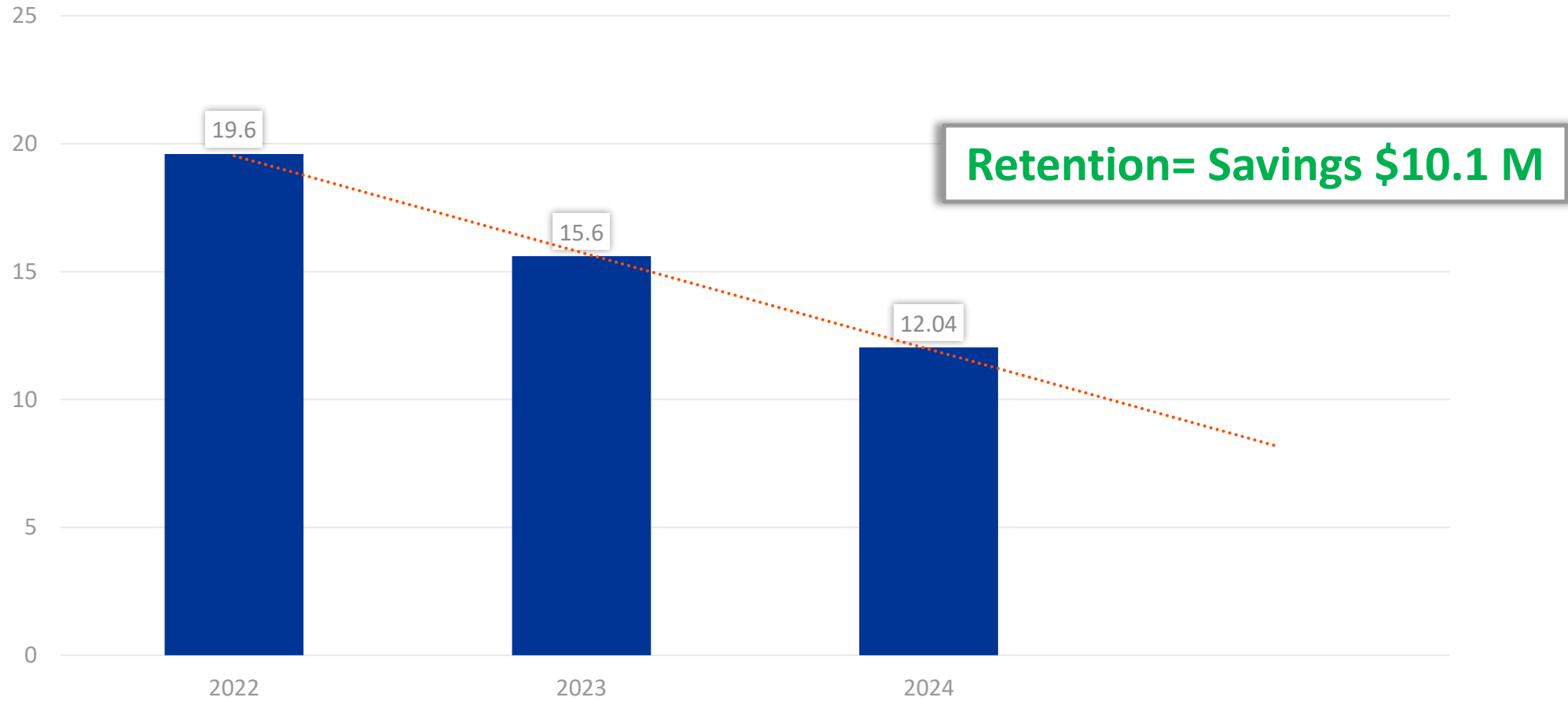


New Graduate Registered Nurse

1- & 2-Year Turnover Percentage

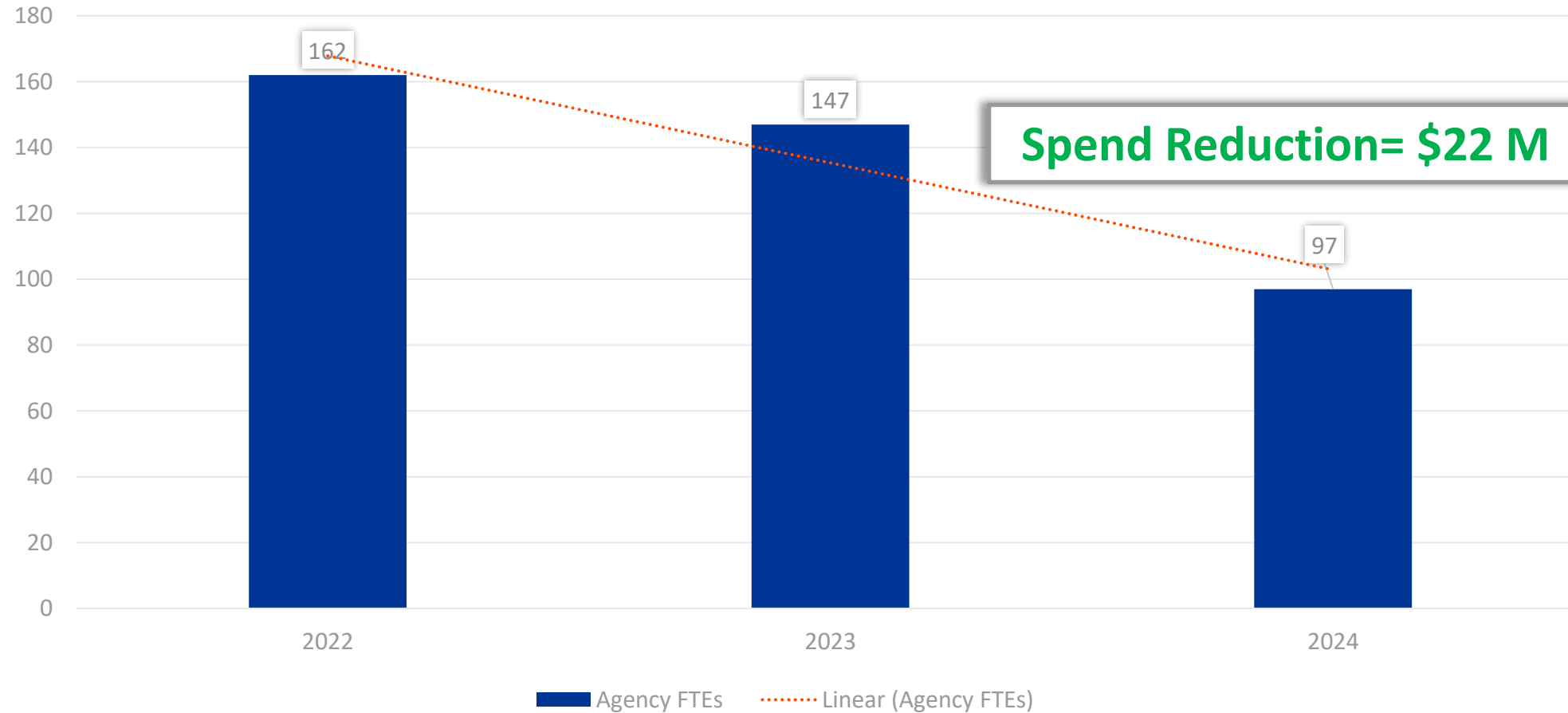


Registered Nurse Turnover Percentage



Agency Reduction

Agency FTEs



Professional Governance

Influence over practice



Return on Investment



EBP Initiative	Outcomes	Cost	Total Saved
Emergency Department Internship & Healthy Work Environment	Nurse Retention \$56,300 2022 – 18 2023 – 0	\$1,013,400/yr	\$4,330,842
Emergency Department Front End Process	Treat & Release .4-hour reduction LOS total 2023 – 4.9 hours 2024 – 4.5 hours	\$580,338/yr	
	Elopement 2023 – 6% (4,020) 2024 – 3% (2,010) \$1082/per ED visit	\$2,174,820/yr	
De-implementing dual sign-off subcutaneous insulin	Nursing Hours 150,546 doses*5min/ea	\$414,002/yr	
	Medication Errors \$19,444 2022 – 10 2023 – 3	\$136,108/yr	
De-implementing heparin flush	Cost of Syringe 2,411 administrations*\$.52/ea	\$12,174/yr	

Costs associated with nursing hours is based on a rate of \$33/hr

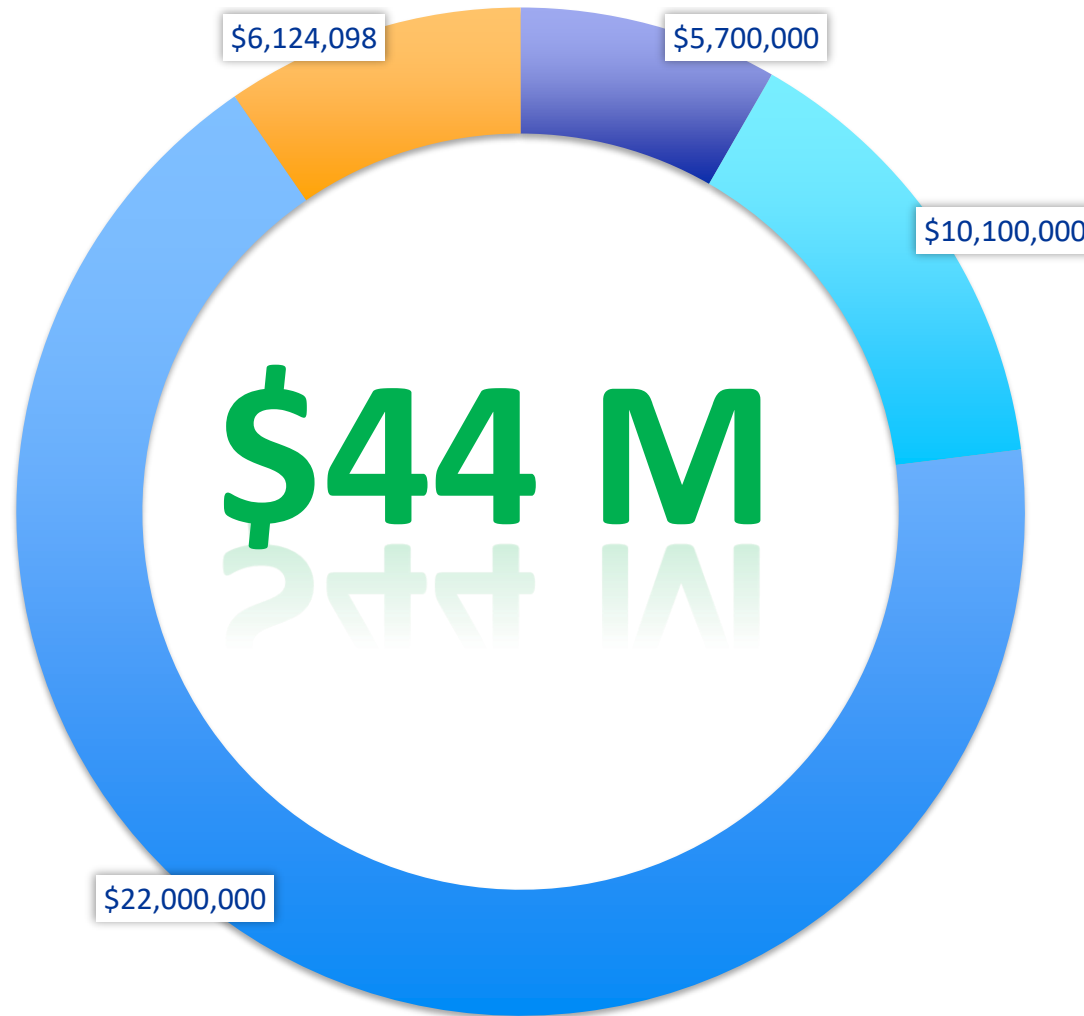
2024* = projected numbers through December 31, 2024 based on current run rates

Cost Avoidance



EBP Initiative	Outcomes	Cost	Total Saved
Blood Culture Contamination	Estimated cost of prevention: \$4,538 2023 – 1353 2024 - 1069	\$1,288,792/ yr	\$2,806,656
Hospital-Acquired Pressure Injuries	Estimated cost to treat: \$70,000 2023 – 62 2024 – 53	\$630,000/yr	
Catheter-Associated Urinary Tract Infection (per 1,000 catheter days)	Estimated cost to treat: \$48,108 2023 – 31 2024 – 15	\$769,728/yr	
MRSA Bacteremia	Estimated cost of HA MRSA infection: \$30,998 2023 – 5 2024 – 3	\$61,996/yr	
Falls with Injury	Estimated additional cost to treat: \$2,005 2023-225 2024 -197	\$56,140/yr	

Total Financial Impact through 2024



■ New Graduate ■ Turnover ■ Agency ■ Evidence-Based Practice

SOARing Into The Future



- Inclusive strategic planning framework
- Over 3,500 nurse participants/57,000 comments
- Focused on Strengths, Opportunities, Aspirations, Results

SOAR

**Strengths,
Opportunities,
Aspirations,
Results**

Key Opportunities



Staff

Equipment

Communication

Access

Technology



Next Steps



Develop specific goals around top 5 opportunities



Translate insights into actionable strategies



Ongoing engagement and reassessment

Leader Implications



- Assemble a diverse strategic planning team
- Conduct an organizational assessment
 - SWAT
 - SOAR
 - EBP Readiness
 - Stay Interviews
- Know and understand internal data
- Create infrastructures to promote and support evidence reaching the patient
- Engage the front-line staff
 - Span of control
 - Leverage a professional governance structure
- Communicate the strategy and next steps
- Calculate ROI and share with peers
- Be visible and engage your teams!





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Thank You!

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