



2016 Strategic Plan for Nursing

The heart and science of medicine.

THE
University of Vermont
HEALTH NETWORK

Champlain Valley Physicians Hospital

Our Guiding Principle:

*Every day, I devote my head, hands and heart
to my patients, my peers and my community.*



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A Message from our CNO

Dear fellow nurses and colleagues,

What a difference a year makes. Over the past twelve months, the focused efforts of the nursing team have achieved great results and I know this year will be no different. We've gained tremendous momentum as a direct result of your passion, commitment and one shared purpose: ensuring the highest quality care and safety for our patients

Now, with a strong framework in place, we're even better positioned to move forward to achieve the goals outlined on the following pages. As transformational leaders - and inspiring others in the organization - we can strengthen our commitment to excellence, and most important, to our patients.

As we continue with our work, I ask that you embrace our founder's, William H. Miner, philosophy and his holistic approach to life and learning which included knowledge, practice and compassion.

Bolstered by our own guiding principle, we can pave the way to a higher level of care in our community. It makes good sense for us, at this juncture in our history, to reach back to our roots for a strong foothold on our future. We can learn from Mr. Miner's passion for excellence, his commitment to the greater good and his belief that by working together, great things can happen.

So thank you for your many accomplishments, continued efforts and joining together to unite head, hands and heart for our patients and each other.

Michelle LeBeau, RN
*Senior Vice President/Chief Operating Officer/
Chief Nursing Officer*





The CNO Council sets the overarching priorities and strategic interests to create a professional practice environment that demonstrates quality patient care, nursing excellence and innovations in professional nursing practice. Leveraging Relationship-Based Care, a professional practice model and shared decision-making, staff nurses and nursing leaders (who serve in an advisory capacity), work to build relationships among a diverse group of members with the focus on our one shared purpose – the patient.

Meet the The CNO Council Members

Cynthia Allen, RN, C-EFM, CCE
 Colleen Bell, BS, RN, CCRN
 Crystal Bissette, RN
 Samantha Bretthauer, BS, RN
 Carol Brown, BSN, RN, CPHQ
 Julie Brunell, PhD, RN
 Christina Bushey, RN, VA-BC
 Holly Carter, RN, CMSRN
 Donna Dalton, MPA, BSN, RN, CPHQ
 Nikki Davison, BSN, RN, RNFA, CNOR
 Ashley Doyle, BSN, RN
 Tara Ebere, BSN, RN
 Joyce Favreau, MSN, RN, CCRN
 Cheryl Fortin, RN
 Megan Guay, BSN, RN
 Carly Haag, BSN, RN, CCRN-K
 Kevin Hamel, BSN, RN, CMSRN
 Nadine Harris, RN
 Carrie Howard-Canning, MSN, RN, CENP, CNS-BC
 Patricia Johnson, RN, OCN, CBCN
 Jill Kanaly-Demers, BS, RN, CHPN
 William Kohr, RN
 Michelle LeBeau, BA, BS, MHRM, RN
 Dylan Martin, RN, CMSRN
 Starr Morris, RN
 Angela Neyer, BSN, RN, CEN, CPEN
 Bonnie Reid, BS, RN, CNN, LD II
 Rosemary Reif, MSN, RN, NEA-BC
 Jacqueline Riley, ANP-C
 Melissa Rock-McCasland, BSN, RN, MS
 Brenda Stiles, BSN, RN
 Peggy Tolosky, BS, RN, CEN, CPHQ
 Shelly Turner, DNP, RN
 Sarah Winternitz, BSN, RN

Women & Children's Center
 Intensive Care Unit
 Emergency Department
 R6
 Medical Group Management
 Learning & Development
 IV Therapy
 Perioperative Services
 Quality Care Management
 Perioperative Services
 Progressive Care
 Patient Care Operations
 Short Stay
 Occupational Health & Wellness
 Perioperative Services
 Patient Care Operations
 Medical Surgical Services
 Progressive Care
 Patient Care Operations
 FitzPatrick Cancer Center
 Palliative Care
 Behavioral Health
 Chief Nursing Officer
 Intensive Care Unit
 Case Management
 Emergency Department
 Renal Services
 Patient Care Operations
 Hospitalist Group
 Information Services
 Medical Home
 Quality Care Management
 Patient Care Operations
 Skilled Nursing Facility



Physicians Hospital, circa 1929

Connecting Our Past and Our Future

The story goes that on Christmas Day in 1922, Mr. and Mrs. William H. Miner were having dinner with their good friends, Dr. and Mrs. Cassius Silver. The discussion, as it nearly always did, turned to the state of health care in the North Country. Dr. Silver said he'd like to build a new hospital in Plattsburgh. After the dinner, the four walked down Beekman Street and Mr. Miner turned to his wife and said, "Alice, you pick the spot."

What followed was a new and exciting era of health care for the North Country. True to Miner's reputation, no expense was spared in building the 212-bed Physicians Hospital at 100 Beekman Street. Those who came to the facility expected the best health care and they received it. The staff, from the men and women who prepared the meals to those who performed surgeries in the four operating rooms, were dedicated to excellence and to perfecting their skills and the care they provided. They knew they were part of something special and took great pride in doing their best for themselves and their friends and neighbors. Mr. Miner would have it no other way.

We are the living legacy of Miner's contributions to health care. His holistic approach to life and learning included knowledge, practice and compassion. As Joseph Burke, Ph.d., author of *William H. Miner: The Man & The Myth* pointed out, "He repeatedly returned to the theme that true education must combine theory, practice and feelings for true learning required head, hands and heart."

Embracing Mr. Miner's philosophy as our new guiding principle, we look to the future, once again paving the way in this community to a higher level of care. Mirroring his passion for excellence, commitment to the greater good and collaboration, we can make great things happen.

As part of The University of Vermont Health Network, we're realizing the true benefit of partnership. Our Network's vision and strategic areas of focus give us a roadmap as we sculpt the future of the health care in this region. Our vision: Working Together, We Improve People's Lives speaks volumes about what drives us each day to do our best. The strategic areas of focus: Patient & Families, Our People and Our Community anchor our efforts to not only do our very best for those who turn to us for their health care but for the men and women who take care of them.

Our greatest resources are the people who come here each day for the benefit of our patients. In this new health care environment, we know that the key to our future success is the fostering of an environment where professional growth, personal accountability and pride in collective accomplishments are enveloped into everything we do.



William H. Miner, circa 1900-1905



Nursery in Physicians Hospital

2015 Accomplishments



OUR PATIENTS & FAMILIES

- Created a nursing dashboard
- Upgraded online nursing references to Nursing Reference Center-Plus
- Clinical RN involvement with Pyxis ES upgrade implementation
- Partnered with SUNY Plattsburgh in nursing research process
- Presented nursing research at UVM Annual Research Symposium
 - o Hand Hygiene
 - o Simulation in Orientation
 - o Malnutrition Protocol
- Conducted annual lobby poster display
- Clinical nurses utilized evidence-based practice to standardize patient weight assessment
- Two nurses participated in The UVM Medical Center's Felis Scholars Research Program
- Increased the amount of nursing presence on the CVPH Institutional Review Board
- Adopted the Johns Hopkins Evidence-Based Practice Model

OUR PEOPLE

- Created the Nursing Strategic Plan
- Increased CNO visibility by conducting open forums & staff shadowing
- Launched provider/Nurse Collaborative Practice Pilot on R5 & R7
- CNO or designee involvement in huddles post hospital acquired conditions
- Review of 2016 Capital budget at CNO Council
- CEM role alignment with the Magnet Model
- Clinical RN participated in inter-professional organizational decision-making groups
- Implemented the HealthStream Professional Portfolio

- Increased access to certification prep programs
- RN to BSN onsite classes provided
- Identified a Professional Practice Model: Relationship-Based Care
- Shared decision-making structure and philosophy identified with staff involvement
- Collaboration with Occupational Health & Integrative Therapy

OUR COMMUNITY

- Clinical nurses participated in community events
- Nurses participated in community education lectures
- Staff involved in the interview process for on-boarding new staff



2016 Goals



OUR PATIENTS AND FAMILIES

Quality of Patient Care

We provide a highly reliable and safe patient and family-centered health care experience.

1. Transform nursing care through nursing evidence-based care
2. Create a culture of safety (do no harm) across all disciplines through standardization
3. Foster excellence in clinical practice by developing and promoting clinical life-long learning
4. Engage nursing in practice through a nurse peer review program
5. Demonstrate continuous improvement in nurse sensitive clinical indicators
6. Demonstrate continuous improvement in patient satisfaction



2015 UVM Research Symposium

Research and Innovation

We demonstrate continuous inquiry that drives research and innovation.

1. Outline and standardize a plan that supports evidence-based findings to implement new practices
2. Formalize process for nursing research
3. Empower all staff involvement in technology, informatics and unit design

2016 Goals

OUR PEOPLE

Collaborative Culture

We foster relationships to create a caring and healing environment.

1. Improve physician/nurse relationships via collaborative care models
2. Create a culture of pride, accountability and teamwork across nursing
3. Foster an environment that encourages personal health and well-being
4. Continue visibility, accessibility and communication of CNO with staff
5. Enhance respect and collaboration



2015 LEAD recipient, Kristy Rocha BSN, RN, Intensive Care Unit (center, holding binder) and nursing colleagues. LEAD, or Leadership, Excellence and Development, is a CVPH clinical ladder program for eligible RNs.



Exemplary Professional Practice

We embrace nursing practice with the responsibilities and the privileges it brings.

1. Develop a shared decision-making model which encompasses a partnership between staff and leaders, collectively working toward unity of purpose to provide excellent, patient and family-centered care
2. Serving as transformational leaders, nurses will practice to the full extent of their education and competency
3. Foster continuous professional development and advancement
4. Promote nursing through development and acceptance of a professional practice model
5. Provide opportunities for nurses to improve their ability to teach

2016 Goals



OUR COMMUNITY

Community Integration

We support integration and coordination of patient and family-centered care along the continuum of care.

1. Participate in the assessment and prioritization of health care needs in the community
2. Participate in community outreach to promote health and wellness
3. Develop opportunities to provide education regarding the nursing profession in community/educational settings

NURSING VISION

Nurses will be transformational leaders of highly coordinated, exemplary care in partnership with patients, families and the community.





UVMHealth.org/CVPH