

Introduction – The Strategic Plan provides guidance and structure to achieve the mission and vision of the organization and the Patient Care Services Division. Patient Care Services Division (PCS) includes all patient care, off-site Urgent Care, Imaging, Wound Care, Respiratory, and Rehabilitation Services.

This Strategic Plan will focus on the following main objectives: - **Improving patient outcomes within our institution & the community – Improving patient/family experiences - Improving the patient care team**

Vision Statement – *As members of the UHCC Patient Care Services Team, it is our collective vision to create an environment of high quality patient and family-centered care by fostering a culture of clinical excellence. With every patient and every time, clinical excellence is upheld by professionals through advocacy, leadership, empowerment, accountability, and compassion throughout the organization and extending into the surrounding community.*

Care Delivery Model

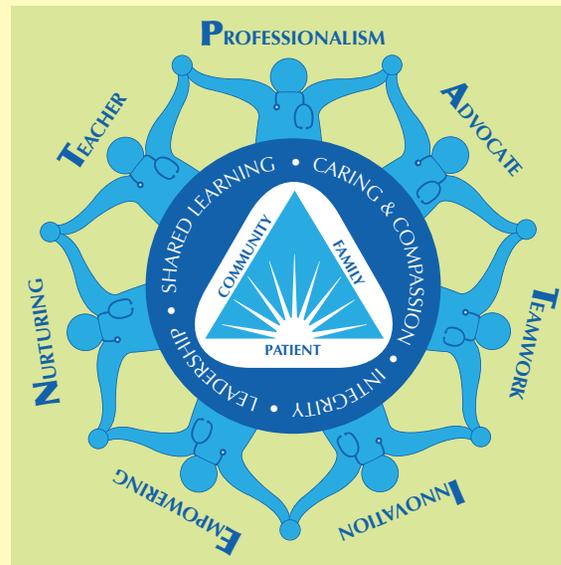
Our Care Delivery Model is a mixed model of progressive patient care and team nursing. Progressive patient care, developed by Ronald Raven (1960), is a system of patient placement based on patients' needs and degree of illness rather than specialty. Resources are coordinated and mobilized based on the needs of the patient, i.e., the right patient, in the right bed, with the right services, at the right time.

Team Nursing involves a lead and the delegation of tasks to others as appropriate to provide effective and efficient care to patients. Our main concepts of teamwork, diversity, and compassion are key to supporting this model, with patient- and family- centered care running through the center.



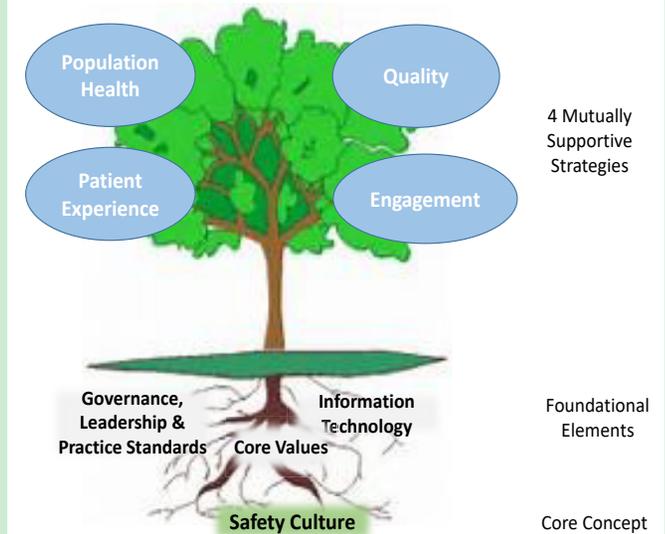
Professional Practice Model

Our Professional Practice Model signifies our commitment to patient and family- centered care in our county and neighboring communities. Our professional practice is guided by our Organizational Values and our team is committed to providing quality care to all of our P.A.T.I.E.N.T.S. every day, every time, and with every encounter.



Strategic Plan Schematic

Strategic Plan Schematic (2017-2020)



4 MUTUALLY SUPPORTIVE STRATEGIES

Patient Experience

Patient-centered care is at the heart of the patient's experience of care. When delivering patient-centered care, our patients' experience must include the following:

- Respect
- Partnership in care
- Shared decision-making in care
- Well-coordinated transitions
- Care efficiency

Quality

High quality is a natural byproduct of excellence which is evidenced by positive patient outcomes. Data drives and supports effective decision-making, evidence-based practice, and patient safety. We welcome and intend to foster a culture of inquiry so all team members have the opportunity to question, investigate, validate and revise current clinical procedures.

Population Health

The sustainment of wellness is an important strategy for the PCS Division. Every member of the PCS Team is a leader in promoting health regardless of title or role. A holistic, patient-centered approach requires our team members to understand the following aspects of health:

- Health literacy and availability of appropriate patient/family educational resources;
- Socioeconomic and environmental impacts;
- Access and resources to care: before, during, and after discharge;
- Care coordination and care management requirements

Engagement

An engaged caregiver is our organization's best asset. Research shows the engagement level of the caregiver has the strongest impact on complication

and mortality rates. Engaging our frontline caregivers can assist our organization to establish an open environment for feedback, facilitate conversations to identify root causes, and build solutions that they can own and support.

FOUNDATIONAL ELEMENTS

Core Values

Caring and Compassion, Integrity, Shared Learning, and Leadership. Together, they are the foundational elements embedded in everything we do and plan for the future.

Information Technology

Health information technology (HIT) provides a secure, high availability, high reliability platform for us to practice safe, effective and efficient care to our patients. HIT is also a medium for communication for caregivers, patients and families and our external care community.

Leadership, Governance and Practice Standards

The PCS Division empowers and encourages all team members to be leaders. Leadership, Governance, and Practice Standards are foundational to providing highly reliable care. Shared governance, supported by engaged leaders, affords our clinicians a structured avenue to exchange ideas and to improve care. The application of evidence-based practice standards reduces unwarranted variations in care, improves patient outcomes, and positively impacts the work environment.

CORE CONCEPT

Safety Culture

It is our goal to become a High Reliability Organization (HRO). The teams within the PCS Division play a crucial role in this effort. "First, do no harm." Humans are prone to making mistakes, and we have a responsibility to put measures in place to reduce or eliminate harm. We incorporate evidence-based Safety FIRST Tools in our daily work to ensure that we are providing care and communicating with one another.