



**NURSING AND PATIENT CARE SERVICES
STRATEGIC VISION 2022–2025**



Nursing at QHS is a center of excellence for professional nursing practice.

It is known for distinction in clinical nursing practice, innovative strategies in nursing education, and collaborative research which extends the bounds of knowledge.

NURSING AND PATIENT CARE SERVICES

PROFESSIONAL PRACTICE MODEL



THE SCIENCE OF NURSING

- Evidence-based Care
- Innovation
- Quality
- Shared Decision Making
- Advocacy

THE ART OF NURSING

- Authentic Presence
- Compassion
- Inclusion
- Loving Kindness
- Holistic Care

OUR PATIENT OUTCOMES

- Healing
- Dignity
- Hope
- Love
- Acceptance



NURSING AND PATIENT CARE SERVICES
STRATEGIC IMPERATIVES
AND IMPACTS

1

DEVELOP and support the best and brightest nurses and nurse leaders of the future.

2

CREATE innovative, models of care to align and support Kina 'ole and Lokomaika'i.

3

LEAD Queen's to a state of high reliability to ensure high-quality nursing care.

4

RE-IGNITE an environment that promotes healing of mind, body and spirit extended in a place of harmony.

5

SUPPORT and nurture the innovative, curious, and pioneering nature of nurses.

STRATEGIC VISION NURSING and PATIENT CARE SERVICES

Compassion

Aloha

Respect

Excellence



OUR KULEANA:
Improve the health & well-being of Native Hawaiians & all the people of Hawai'i

To fulfill the intent of Queen Emma & King Kamehamehe IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all people of Hawai'i.

Nursing at QHS is a center of excellence for professional nursing practice. It is known for distinction in clinical nursing practice, innovative strategies in nursing education, and collaborative research which extends the bounds of knowledge.

Strategic Imperatives:

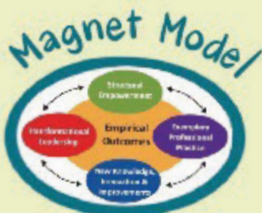
and Impacts

Develop & support the best and brightest nurses & nurse leaders of the future

Lead Queen's to a state of high reliability to ensure high quality nursing care

Create innovative models of care to align & support Kina'ole & Lokomaika'i

Re-ignite an environment that promotes healing of mind, body & spirit extended in a place of harmony, as guided by the vision & ideals of our founders



STRATEGIC IMPERATIVE

QHS GOAL SUPPORT

1 **DEVELOP** and support the best and brightest nurses and nurse leaders of the future.

- Great place to work and practice
- Innovation, Research, and Education
- Quality, Safety and Compassionate Care

TACTIC	STRATEGY	OUTCOME
Charge Nurse Development	<ul style="list-style-type: none"> • Implementation of a Charge Nurse Development Series 	<ul style="list-style-type: none"> • Improve RN satisfaction • Improve communication strategies
Frontline Staff Growth and Development	<ul style="list-style-type: none"> • Staff RN Development Series 	<ul style="list-style-type: none"> • Improve RN satisfaction • Improve RN retention rates
Nurse Leader Development	<ul style="list-style-type: none"> • Nurse Manager Transition Program development 	<ul style="list-style-type: none"> • Improve RN satisfaction • Improve NM retention rates • Rate of RN promotion to leadership role
Certification	<ul style="list-style-type: none"> • Specialty Certification Review Course 	<ul style="list-style-type: none"> • Increase Certification rates
Transition to Practice Programs	<ul style="list-style-type: none"> • New Grad Residency Program • Specialty Transition Programs 	<ul style="list-style-type: none"> • Improve RN Retention
Support model	<ul style="list-style-type: none"> • Preceptor Program – RN and NA • Mentor Program 	<ul style="list-style-type: none"> • Improve RN retention • Preceptor Program: Increase Preceptor RN pool • Mentor: Improved engagement and retention
Academic Partnerships	<ul style="list-style-type: none"> • Student Nurse Internship Program 	<ul style="list-style-type: none"> • Rate of transition from Student Nurse Intern to new RN hire





STRATEGIC IMPERATIVE

QHS GOAL SUPPORT

2 CREATE innovative, models of care to align and support Kina 'ole and Lokomaika'i.

- Population Health
- Grow Clinically Integrated Regional Network of Care
- Sustainability

TACTIC

STRATEGY

OUTCOME

Virtual Transitional Care Program

- Implementation of APRN supported virtual care clinic

- Reduce Readmission Rates
- Increase Patient Safety
- Decrease Length of Stay
- Improve Patient and Provider Satisfaction

Community Outreach

- Nurse led multidisciplinary team (MTD) community outreach

- Increase Patient Safety
- Decrease Length of Stay
- Improve Patient and Provider Satisfaction
- Improve Native Hawaiians attributed to Primary Care
- Decrease ED, Urgent Care & Hospital Utilization

Cross Continuum Care

- Implementation of Elsevier Care Plans

- One patient story

Role of Nursing in the ambulatory team-based model of care

- Defining scope and practice
- Determine care model

- RN Retention
- RN Satisfaction
- Access to care

Optimize care delivery and expand acute care capacity by moving patients to more appropriate settings

- Community partner fair

- Increased awareness of resources available

Capacity management

- Patient flow coordination team stood up
- Leap Program
- ICU downgrade defined

- Stats surrounding "days in surge vs daily work 1 and 2"
- ED throughput optimized
- Enhanced admission and discharge rates

STRATEGIC IMPERATIVE

QHS GOAL SUPPORT

3

LEAD Queen's to a state of high reliability to ensure high-quality nursing care.

- Quality, Safety and Compassionate Care

TACTIC

STRATEGY

OUTCOME

Engaging patients and family in care

- Bedside shift report
- Interdisciplinary unit huddles utilizing lens boards

- HCAHPS scores as indicator

Promoting patient safety awareness activities

- Improve interdisciplinary communication and ties

- Culture of safety survey score – communication score
- Improved HCAHPS
- Standardized unit huddle
- Reduction in response times for patient calls

Standardized approach to HAC prevention

- Unit Champion Program

- Meet or exceed national benchmarks
- Recruiting and retaining HAC champions
- Units are accountable to meet benchmark/goals
- Unit councils are involved in HAC action planning

Advancement of a Just Culture

- High reliable training and a culture of conversation incorporated into onboarding

- Culture of safety survey score

Standardization of best practices

- BSR “universal components”
- Skills fairs – standardized quality components
- Acuity tool

- Standardized HAC Binder
- BSR compliance – spot audits by leaders





STRATEGIC IMPERATIVE

QHS GOAL SUPPORT

4 RE-IGNITE an environment that promotes healing of mind, body and spirit extended in a place of harmony.

- Great Place to Work and Practice
- Quality, Safety and Compassionate Care

TACTIC

STRATEGY

OUTCOME

Creating Healing Environments

- It takes a village—recognition of each staff’s contribution to our QHS mission
- You Matter Campaign—focus on staff wellness as a QHS priority
- “Honi” Care Giver Carts—meeting the basic needs of staff as they care for others
- Supporting Managers/Leaders/Directors

- Staff survey with qualitative questions to understand the meaning of this work and learn what staff’s needs for wellness are

Caring Science

- Caritas Coach Program
- Caritas Leader Program
- Revisioning Nursing Professional Practice Model

- Increased quantity of Caritas Nurses at QHS
- Support for Unit-based Caring Science Projects
- Dissemination of work/projects

Meaningful Recognition

- Daisy

- Survey/Stand out

Promoting Practices for flourishing

- Wellness Website for staff—resources and activities for wellness
- Serenity rooms
- Meeting Basic Needs (breaks, hydration, food, meaningful recovery outside of work)
- Research-based project
- EBP Pilot studies

- Improved staff sense of well-being during shift
- Reduce stress during shift with a micro-practice
- Research results

Manamana

- Bi-directional Partnering/collaborating with:
- Wellness and Resiliency Initiative
 - Physician Wellness
 - Employee Health
 - HR
 - Integrative Wellness Team

- Communication
- Dissemination
- Increased collaboration
- Wellness immersion

STRATEGIC IMPERATIVE

QHS GOAL SUPPORT

5

SUPPORT and nurture the innovative, curious, and pioneering nature of nurses.

- Great Place to Work and Practice.
- Quality, Safety and Compassionate Care
- Innovation, Research, and Education

TACTIC

STRATEGY

OUTCOME

Contribution to body of nursing / implementation of knowledge

- Research fellowship
- Evidence Based Practice Mentorship Program
- Performance Improvement (PI) Workshop Series
- Develop measures for nurses' engagement specific to programs

- Improved patient and nursing outcomes
- Improve staff engagement

Innovations in learning and care

- Better access to evidence based clinical apps
- Networking with others
- Innovative documentation / communication methods (i.e. smartphone implementation, Epic Rover)
- Adopt and implement nursing innovation model

- Improved patient and nursing outcomes
- Improve staff engagement

Celebration and dissemination of new knowledge

- QMC Conference for research fellowship, EBP Mentoring Program, PI workshop and Innovation

- Improve staff engagement

Building a culture of clinical inquiry

- Standardize the process for journal clubs: More interactive, CE opportunity

- Staff confidence in journal clubs
- Improve quality of journal appraisals
- Increase journal club attendance





THE QUEEN'S
HEALTH SYSTEM

Aloha, mamas!

The Queen's Health System hopes this lactation pod provides a comforting, peaceful and private space for you to pump and feed your babies.



Looking good mama!





THE QUEEN'S HEALTH SYSTEM

The Queen's Mission is to fulfill the intent of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all of the people of Hawai'i.

The Queen's Medical Center – Punchbowl (Manamana)
The Queen's Medical Center – West O'ahu
Molokai General Hospital
Queen's North Hawai'i Community Hospital

COMPASSION
ALOHA
RESPECT
EXCELLENCE