

St. Luke's Hospital and Health Network
Philosophy of Nursing:

Nursing, a healing profession, is an essential component of St. Luke's Hospital & Health Network's commitment to providing safe, compassionate, quality health care to patients, families and the community. As managers of health care, nurses coordinate and direct care within the context of a multidisciplinary health care team. We believe that nursing is the assessment, diagnosis, and treatment of human response to health and illness. We acknowledge that wellness and illness exist on a continuum and we recognize the inevitability of death. Nurses act as advocates for individuals and families in achieving an optimum state of health and independence or a supported, dignified, and peaceful end of life.

We embrace the beliefs that human caring is based in the establishment of trust and are focused on maintaining the integration of mind, body and spirit. We respect the dignity and the worth of each person. To this end, we foster a personal commitment to human caring, cultural sensitivity, and mutual respect and support of all individuals, families and colleagues. We work to ensure our processes are patient centered and easy to use for patients, physicians and staff.

We acknowledge professional obligation for the societal concerns of our community. As such, we maintain an active involvement in the promotion of health, human welfare and health education in the community. We expect personal integrity and accountability of currency of professional practice including self-directed personal and professional development. Nurses exercise professional discretion and judgment in the practice of nursing. We are dedicated to fostering a practice environment that promotes the growth of professional nursing through mentoring and preceptorship and where inquiry and discovery are encouraged.

We accept the responsibility to be knowledgeable about scientific, economic, cultural and political issues. We respond to this knowledge with dynamic solutions that promote the value and image of professional nursing.

St. Luke's Hospital and Health Network Professional Practice Model

Overview:

The St. Luke's Hospital and Health Network (SLHHN) Professional Practice Model serves as the framework to support the professional practice of nursing and the environment in which it is delivered.

Professional nursing practice is strengthened through emphasis on clinical autonomy, participatory decision-making, community involvement, professional leadership, staff development and high job satisfaction.

Our patient centered model consists of eight (8) star points that reflect our philosophy of nursing, and vision and values of SLHHN:

1) Transformational Leadership:

- Nursing vision - SLHHN nurses practice in a premier environment and are recognized as expert providers of innovative, personalized and maximally safe patient care. They acquire the knowledge and possess the ability to effectively manage resource utilization to provide cost effective and safe patient care. They maintain operating systems and methodologies to accomplish high performance goals and ensure continual performance improvement.
- Situational leadership development - The situational leader demonstrates the ability to adapt his/her leadership style to accommodate the needs of the individual or team within the context of each situation. This includes the ability to motivate the team from reactive or responsive toward proactive and high performing. SLHHN nurses use a participative style to lead and motivate the team towards professional goals.
- SLHHN culture- Nurses demonstrate the organizational mission, vision, and values. We incorporate PCRAFT - pride, caring, respect, accountability, flexibility and teamwork into our practice. Standards of performance include quality measures such as the nursing report card to monitor and maintain high standards of practice. SLHHN nurses continually seek ways to facilitate access care by making it easy for patients, physicians and staff to access services. We are committed to achieving the top decile for national pay for performance programs.

2) Care Delivery System - SLHHN delivers healthcare to our patient populations through our Plan for Providing Nursing Care (see Addendum). Patient Centered Care is used to assure consistent communication and patient/family involvement in decision making from admission through discharge. The patient is included, whenever possible, in decision-making related to the plan of care. All members of the health care team are knowledgeable of the latest plan of care as it evolves. SLHHN uses evidence based practice to provide patients with the safest quality of care.

Tenants of practice:

- Continuum of Care - Healthcare is dynamic, involving wellness and prevention, inpatient and post hospital care. Coordination of care is facilitated through partnering with the patient/family to provide continuity of care from admission to discharge.
- Negotiated Care - SLHHN is dedicated to personalized patient care needs by establishing creative ways to negotiate with patients, families, and multidisciplinary teams to ensure the most positive healthcare experience.
- Standards of Care - SLHNN adheres to legal and ethical standards of care as well as patient centered fundamentals of care delivery. Innovative evidence based approaches are used for specific outcomes and goals according to the individualized needs of the patient.

- Scope of Nursing Practice – SLHNN adheres to the Nursing Scope and Standards of Practice, Code of Ethics for Nurses, and ANA’s Bill of Rights for Registered Nurses, as well as patient centered fundamentals of care delivery.
 - Performance Improvement - SLHNN is focused on improving quality by using prospective, concurrent and retrospective review of the care provided to our patient populations. Our efforts include process, patient safety, service, communication and technology.
 - Accountability/responsibility - The professional nurse has responsibility and accountability to achieve multidisciplinary care coordination to achieve optimal clinical outcomes.
 - Authority- The professional nurse is empowered to intervene on the patient’s behalf, using astute judgment to redirect care delivery to achieve the desired outcome.
 - Evidence-based practice - Healthcare is ever evolving and SLHNN nurses are dedicated to applying the most current research to guide nursing practice.
 - Staff/Skill Mix- The number, mix and qualifications of staff are established and maintained to meet identified patient needs on an individual basis.
- 3) Collaborative Practice Integration:
Clinicians collaborate to assure that clinical autonomy, and participatory decision-making result in the best outcomes, enhanced quality, safety of care, and patient/clinician satisfaction.
- Shared governance - Nurses participate in decision making responsibilities on a unit, hospital and network-wide level thereby supporting professional practice, enhanced patient care and personal satisfaction.
 - Interdisciplinary Communication - Clinicians interact in a non-hierarchical environment to attain organizational goals guided by the organizational mission, vision and values.
 - Professional Communication and Conduct - Nurses practice in a setting which supports the free exchange of ideas that serve as a catalyst for transformation/ desired outcomes. Using PCRAFT values as guiding principles, nurses are self directed in managing behaviors consistent with the transformational model.
 - Personnel Policies – The performance appraisal process is goal oriented and includes peer review, quantifiable metrics, career development, and professional standards.
 - Network Integration - SLHNN nurses recognize the value of each site’s unique culture. This culture is enhanced by network committees, forums and informal gatherings.
- 4) Professional Growth and Development: In a world of constant change, nurses realize the importance of ongoing education to stay current and provide evidence based care. The following are the key components used to support professional growth and development:
- Knowledge base - SLHNN nurses are recognized as experts in nursing among the community, peers and other disciplines. Nurses are visionary, possess critical thinking skills, and use factual and conceptual knowledge.
 - Evidence based - SLHNN nurses use current resources to guide standards of practice by reviewing and evaluating research findings.
 - Continuing education - SLHNN nurses demonstrate and obtain knowledge and skill to maintain professional licensure. Nurses are held accountable to unit and organizational standards. SLHNN nurses are committed to lifelong learning and continued advancement in professional development and nursing practice.
 - Nursing research and utilization - SLHNN nurses initiate the use of research methods and findings to validate or change standards of practice.

- Precepting/Mentoring/Peer learning - SLHHN nurses exhibit a commitment to the growth and development of colleagues to strengthen their clinical practice, career development and leadership skills.
- Peer Review - SLHHN nurses partner in establishing standards of behavior that are consistent with organizational mission and values and hold self and peers accountable for meeting these standards.
- Succession planning - SLHHN nurses engage in professional relationships and behavior. Growth is defined, encouraged and rewarded to promote the future practice of nursing.

5) Process of Care:

The Process of Care reflects the methods used by SLHHN to provide care for our patients. These processes bring together the unique needs of each patient, patient/family participation, professional recommendations and use of appropriate resources. This results in attainment of targeted goals/primary outcomes. These processes include:

- Critical and Creative thinking - The care team demonstrates critical thinking skills and the use of both factual and conceptual knowledge throughout all phases of patient care.
- Negotiated Needs and Goals - Individual needs are identified and goals are established through negotiation between patient/family and the caregivers.
- Planning - Once these goals are determined, a Plan of Care is established that reflects the uniqueness of each patient.
- Implementing - The Plan of Care is carried out in accordance with established national standards of care based on evidence based research/practice.
- Evaluating - Patient outcomes are evaluated on an ongoing basis. Goals are revised as needed.

6) Patient Outcomes Principles

The principles of the Transformational Model are based on professional nursing practice, quality nursing care, caregiver satisfaction and consumer satisfaction.

Primary outcomes related to the hospital include:

- simplify processes
- standardize processes and equipment
- build accountable teams that work together, educate together and communicate frequently with each other
- provide an optimally safe environment
- achieve a high reliability of outcomes
- continuously monitor processes to identify opportunities for improvement by using the National Database of Nursing Quality Indicators (NDNQI) and CMS core measures

Primary Outcomes related to the patient include the level of:

- patient and family satisfaction with the quality and accessibility of care received
- congruence between the patient and caregiver in determining health-care needs and prioritizing health-care services and activities
- responsiveness to patients' needs, as perceived by the patient
- participation in planning and implementing care in an efficient, safe and seamless healthcare environment

Primary Outcomes related to the nursing care team include:

- dynamic work environment that is supportive of high-performance behaviors
- transformational quality of professional relationships
- the voice and power of nurses to contribute to the goals of the organization
- support available for personal and professional growth

7) Network Integration/Communication/Resource Management:

Network Integration: An established network nursing standards process is used to maintain autonomy and accountability.

This formalized process facilitates system integration in the following areas:

- patient safety
- quality
- work force vitality (long term staffing projections, recruitment and retention)
- patient satisfaction
- fiscal responsibility

Communication: A comprehensive communication strategy, targeting internal and external customers, is used to support and showcase the SLHHN premier nursing environment.

- External customer communication - This describes the “work of nursing” and nursing’s contribution to the quality of patient care and the success of the SLHHN.
- Internal customer communication – This outlines the goals, implementation strategies and accomplishments of the interdisciplinary team in the provision of patient care.

Resource Management: A strategic plan exists to assure an appropriate nursing workforce which includes the following:

- An established model for staffing projections based on variables of growth, specialty needs, educational requirements and age of current nursing workforce
- Surge Capacity Staffing Plan
- Internal and External Agency
- Retention strategies
- Focused RN/GN recruitment initiatives
- Interventions to address staffing plans

8) Strategic Outcomes:

The SLHHN nursing strategic plan will guide nurses to fulfill the organizational vision. Our mission to provide patient centered care that will embrace technology, work environment design, evidence based practice, research, educational preparation and professional development.

- Consumer Health - Our consumers will receive patient centered, state of the art care. Care will be safe, individualized, easy to access, and delivered by a highly skilled health care team. Consumers will engage SLHHN for future healthcare needs.
- Organizational Health - SLHHN will be flexible and responsive to changes in the healthcare environment. Our organization will have a distinct reputation for excellence.
- Professional Health - SLHHN will be a premier environment in which to practice nursing. Our nurses will be strengthened through an emphasis on clinical autonomy, evidence based practice, participatory decision-making, community involvement, professional leadership, staff development and increased job satisfaction.