Strategic Planning

WORKBOOK

Let's plan strategically and give our nurses strong reasons to feel involved and engaged

THE PERSUT OF NURSING EXCELLENCE

Hi there and welcome!

Welcome to our nursing strategic planning session for FY26. This session will help us focus on the key aspects of nursing and shape our future as we strive for nursing excellence.

Strategic planning allows an organization to envision the future in a structured and methodical manner, ensuring that a hospital stays pertinent and responsive to the needs of patients and the community while maintaining a clear organizational focus. It serves as a blueprint for tracking progress, outcomes, and impact. During this time, we will clarify our vision, mission, and values for nursing. We will assess our current environment, establish our strategic priorities, formulate goals and metrics, and collaboratively create our strategic plan. Lastly, we will identify the owners responsible for driving our processes forward.
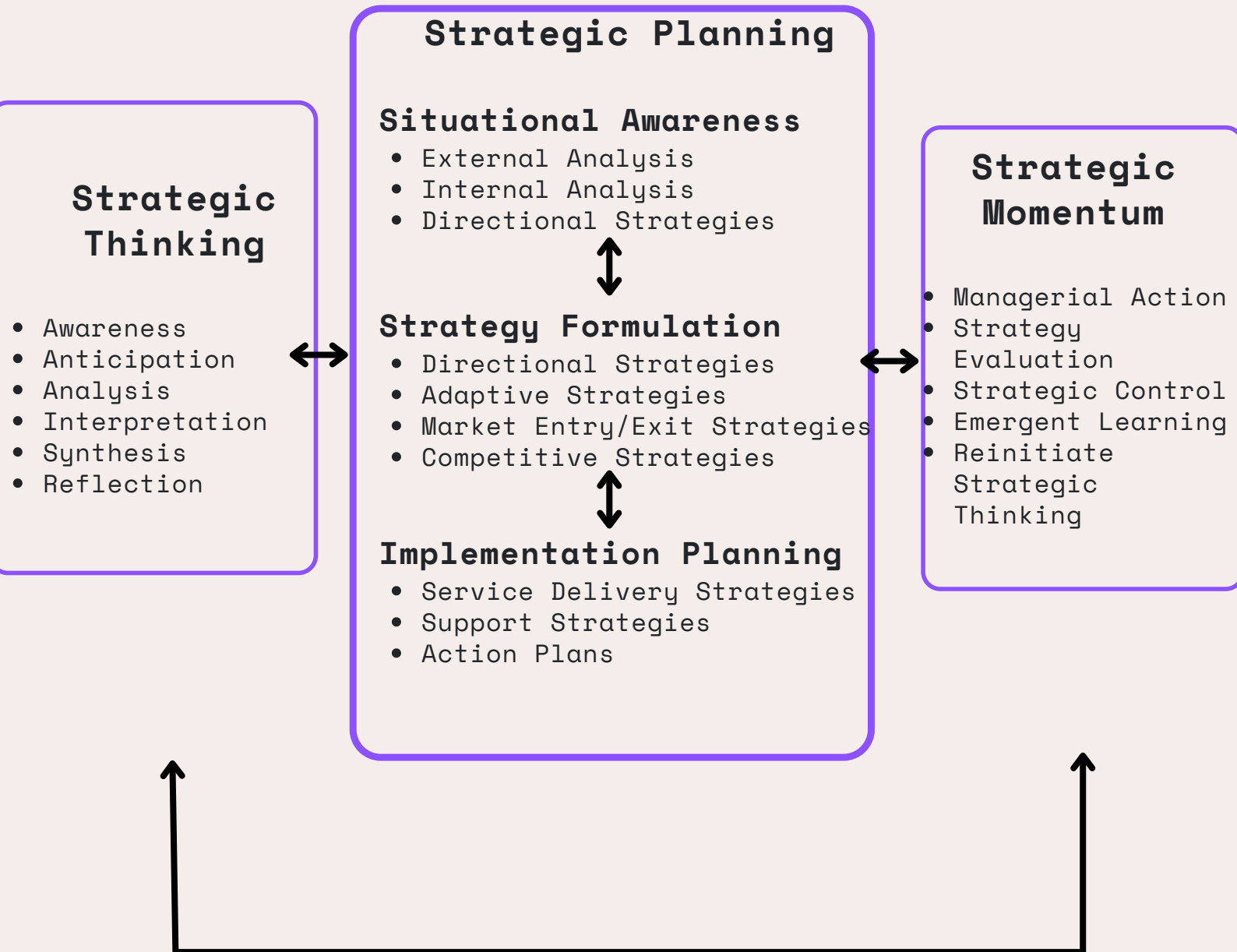
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Model of Strategic Management

Strategic Planning

Situational Awareness
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Strategy Formulation
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- Competitive Strategies

Implementation Planning
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- Analysis
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- Synthesis
- Reflection

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- Strategic Control
- Emergent Learning
- Reinitiate Strategic Thinking

DESCRIPTOR	PROCESS	RESULTS
Reactive Strategic and Operational Goals	• Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.	• Results that are important to the organization's ongoing success are missing, not used, or randomly reported.
Early Strategic and Operational Goals	• The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defind.	• Results that are important to the organization's ongoing success are reported, tracked over time, and improving.
Mature Strategic and Operational Goals	• Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.	• Results that are important to the organization's ongoing success are trending in the right direction and doing well relative to competitors or other relevant organizations.
Role Model Strategic and Operational Goals	• Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.	• The full array of results that are important to the organization's ongoing success are reported and trended over time, indicating top performance relative to other organizations.

Tanner's Mission

Tanner Health is committed to providing health care that exceeds your expectations for quality and convenience. We are guided by our mission:

- To provide a continuum of quality healthcare services within our resource capabilities.
- To serve as a leader in a collaborative effort with the community to provide health education, support services and care for all of our citizens.

How do we fulfill this mission?

The foundation of everything we do is caring for people.

Tanner's Vision

Through the caring and dedication of our team of employees and physicians, Tanner Health will be recognized as the Provider of Choice for quality, accessible health care for our patients and community.

Tanner's Values

1. Recognition that our customers come first.
2. Education must be encouraged, supported and made available if we are to fulfill our dreams and reach our potential. We must all be lifetime learners.
3. Teamwork is the basis of our organizational structure.
4. Individual and corporate integrity shall never be compromised.
5. Improving quality must always be our focus.
6. Our relationship with one another shall be founded on mutual respect.
7. The foundation for everything we do is caring for people.

Nursing Mission and Objectives

Our nursing Vison:
To be a top-tier Medical Center creating a workplace of choice environment for nurses where education, creativity, innovation, and highly reliable care with zero harm are valued.

QUESTION ONE

Does this this still reflect our Vison. Do we want to change.
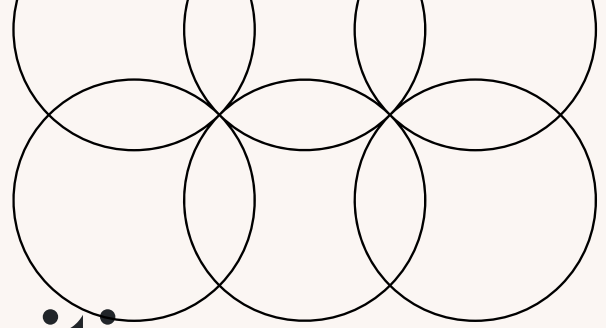
Nursing Objectives

- Evidence-based practice model
- Best place to receive care
- recognized as a regional leader in nursing
- retain top talent
- Efficiency
- Operational excellence, resource management, and innovation

Does our nursing Objectives correlate with the Organizational Objects?

QUESTION TWO

Have you identify your strong skill sets?

Strategic Priorities

There are many inspirations for nursing excellence. Let's dive into it in this section of the workbook to brainstorm our strategic priorities.

EVALUATION ONE

These are the objects that resonates with me most:

EVALUATION TWO

These are the innovations that resonates with me most:
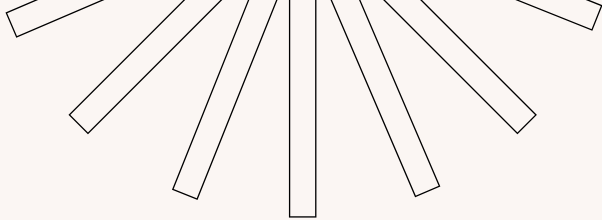
EVALUATION THREE

These are nursing efficiencies that resonates with me most:

CURRENT FRAMEWORK/METRIC

Operational Pillar	Target	Current status	Owner
Quality			
Service			
People			
Efficiency			

Strategic Pillar	Target	Current Status	Owner
Innovation			
Growth			
Finance			

Wins and Milestones

PARTICULARS	START | COMPLETION DATE	
Share an interesting win/milestone Wellness		
Share an interesting win/milestone with people/communication		
Share an interesting win/milestone with Resource Managment		

Remember: Every win and milestone should be recorded. You may add new pages as needed. +

Wins and Milestones

PARTICULARS	START | COMPLETION DATE
Share an interesting win/milestone Quality	
Share an interesting win/milestone with Shared Governance/ Innovation	
Share an interesting win/milestone with Efficiency	

Remember: Every win and milestone should be recorded. You may add new pages as needed.   +

New Framework

Targets and Actuals

TARGET	ACTUAL

	TARGET	ACTUAL
Target goal Quality		
Target Goal Shared Governance/ Innovation		
Target Goal Efficiency		

Remember: There are many targets for a objective. You may add new pages as needed.

Targets and Actuals

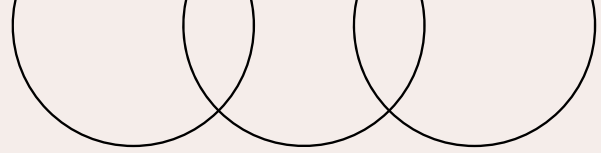|	TARGET	ACTUAL
Target goal Wellness		
Target Goal People/Communication		
Target Goal Resource Management		

Remember: There are many targets for a particular Objective. You may add new pages as needed.

Incorporating SG and Pathway

Pillar	Shared Governance	Pathway	Owner
Quality			
People			
Service			
Innovation			
Efficiency			

Assignments/Ownership
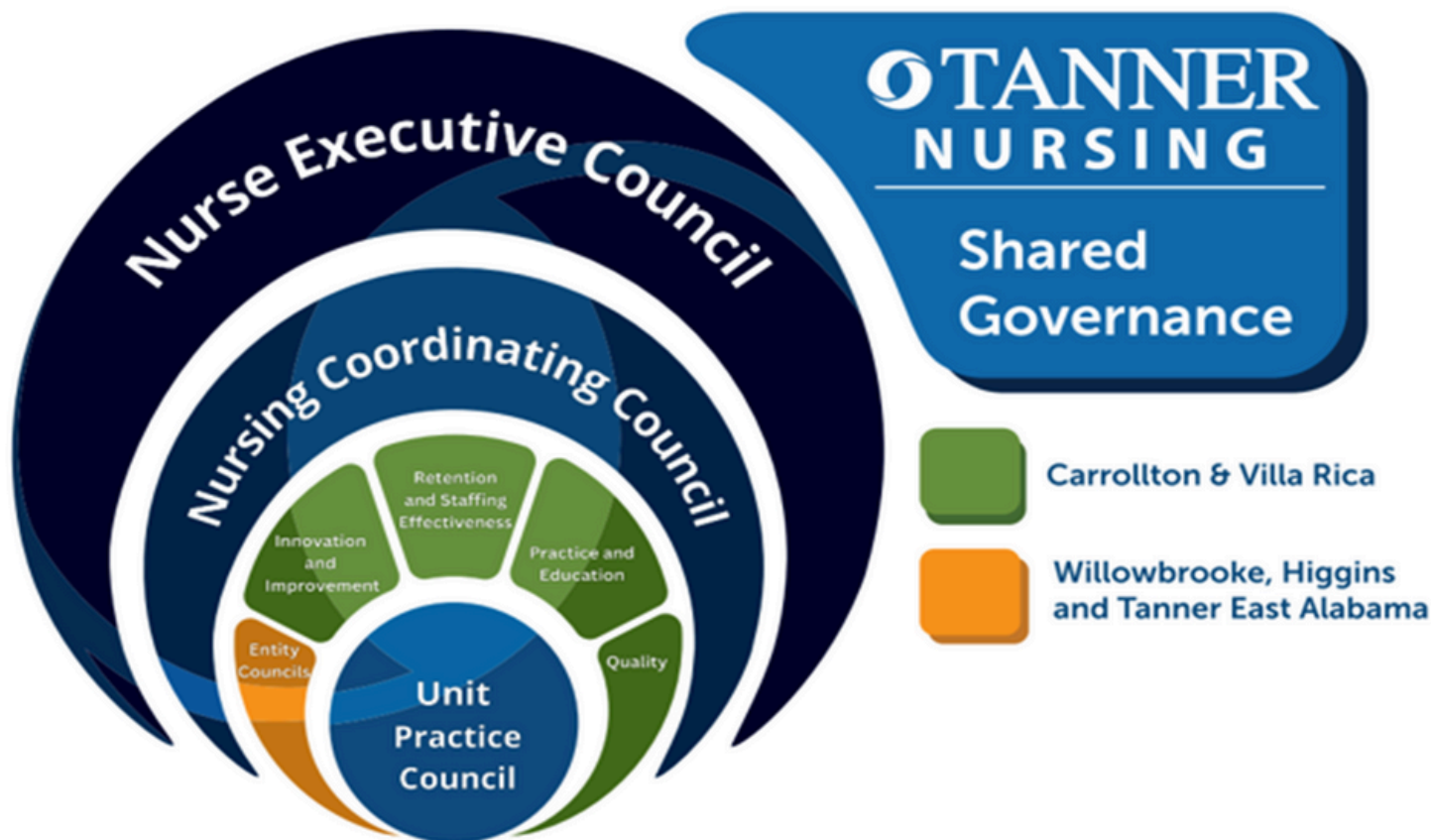
Quality

Service

People

Growth

Innovation

Resource Management

Wellness

Professional Practice

Efficiency

Shared Governance

Pathway Standards

SHARED DECISION-MAKING	LEADERSHIP	SAFETY	QUALITY	WELL-BEING	PROFESSIONAL DEVELOPMENT
The organization has an established shared governance structure as the foundation for involving direct care nurses in decision-making.	Leadership fosters the foundation of collaboration among staff and supports a shared governance environment.	The organization protects the safety and well-being of nurses, staff, and patients through safety policies and processes.	Organization-wide quality initiatives are evidence-based, focused on improving patient outcomes, developed through interprofessional collaboration, and implemented based on internal and external benchmarking.	Staff have the opportunity to develop a balance between work and personal life. Achievements for community service, patient advocacy, and contributions to improving population health are encouraged, supported, and recognized by the organization.	The organization recognizes the importance of solid onboarding, transition programs beyond orientation, and continued professional development that supports lifelong learning in the delivery of safe and effective patient care.

Nursing Excellence
INITIATIVES

- Commit to excellence
- Measuring the important things
- Build a culture around services
- Development of leadership
- Employee Satisfaction
- Build Individual Accountability
- Align behavior with goals and values
- Communication at all levels
- Reward and recognition success
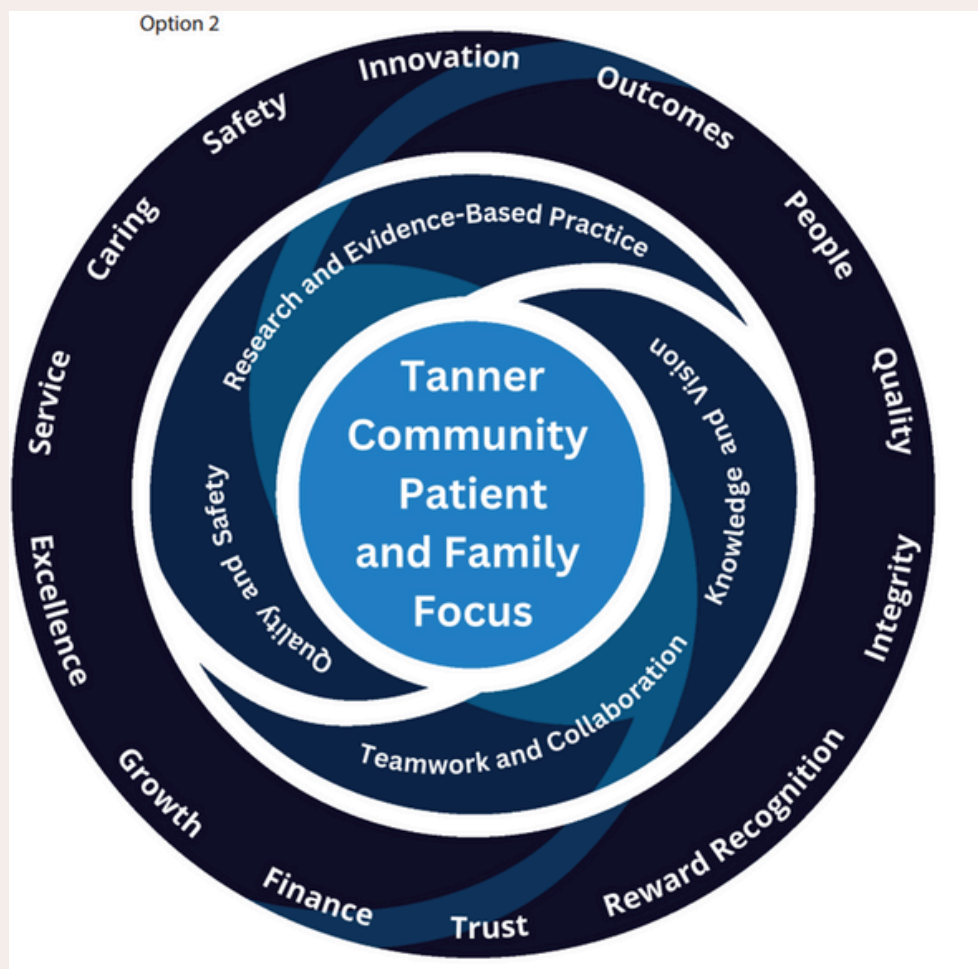
How define
SOLUTIONS

Best people & Practice Environment - Our work and practice environment attracts & retains the best people.

Best Patient Experience - We deliver exceptional, patient centered care with each patient interaction

Best Quality - We have exceptional clinical and performance outcomes through evidence-based practice

Creating effective efficiency - Our work and practice environment to place the right patient in the right area the first time.

Innovation - We have the resources to pursue the future of the organization

Growth - Recognized as a regional leader in Nursing

Best Financial Stewardship - We have the resources to pursue the fulfillment of our Mission & Vision

OBJECTIVE
EXAMPLE

- Build out partnerships in target geographies for strategically aligned programs
- Encourage nursing involvement in community and organizations external
- Support patient and families locally during acute phase of care and transition to their community
- Expand transition of care infrastructure and initiatives systemwide
- Advance professional practice by engaging in professional organization meetings and leadership
- Assess and adapt practices to support nurses and clinical staff working at the top of their scope of licensure
- Evaluate professional practice model
- Explore environmental safety/security interventions for patient and staff safety
- Increase patient rounding practices
- Invest in leadership development and training to support career growth of all employees
- Provide opportunities and resources for professional development
- Promote best practice to support employee mental, emotional, or physical wellbeing
- Expand nurse-driven care coordination
- Ensure Just Culture implementation and accountability
- Ensure medication safety to decrease medication errors
- Implement and maintain evidence-based workflows to optimize practices and avoid hospital acquired infection (HAI) and injury
- Patient flow /capacity management (Patients receiving right care in the right setting)
- Peer review for advancement and professional growth
- Promote data transparency using analytics
- Utilize benchmarking to inform nursing practice
- Advance organizational engagement and distinction in nurse-led research, EBP, innovation, and information technology ie telenursing, centralized telemetry zebra phones