

Updated September 2024

Nursing

Strategic Plan FY21 – FY25



PPM



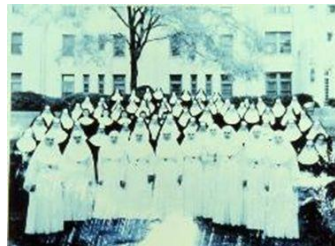
Hot Springs

UPDATED 09-2024



Heritage.

In 1888, two pioneering hospitals opened. St. Vincent Infirmary in Little Rock was founded by the Sisters of Charity of Nazareth and St. Joseph's in Hot Springs was founded by the Sisters of Mercy. CHI St. Vincent Morrilton began its legacy of caring for the community in 1925 as St. Anthony's when the Benedictine Sisters from Fort Smith began caring for the sick. Opened in Sherwood in October 1999, CHI St. Vincent North is now a renowned Neuroscience Institute treating patients in all 50 of the United States. Since the inception of these hospitals to the current era of managed care and rapid change in health care, CHI St. Vincent hospitals have come together to share one mission – guided by the dynamic principles of CommonSpirit Health™. These hospitals have embodied a spirit of charity, love of the poor, and a sincere desire to end suffering. Providing a caring healing environment for our patients and their families is the center of our focus.



"The Love of Christ Impels Us" has a historical significance to our ministry. This scripture, which is found in the Letters of St. Paul, was also the motto of St. Vincent de Paul, our patron saint.

Mission.

As CommonSpirit® Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Core values.

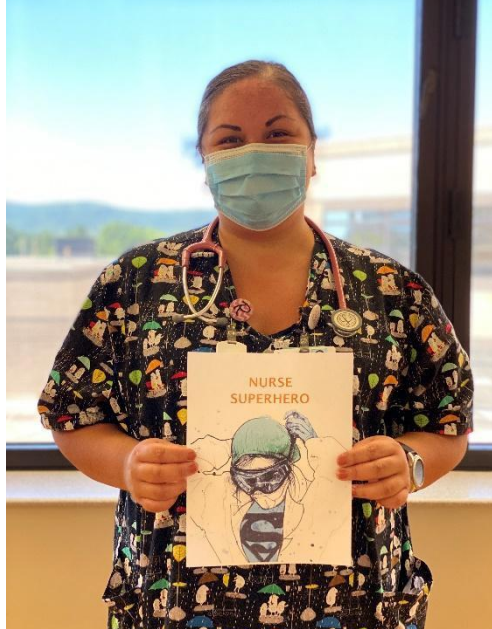
Inclusion. Celebrate each person's gifts and voice. Respect the dignity of all.

Collaboration. Commit to the power of working together. Build and nurture meaningful relationships.

Integrity. Inspire trust through honesty. Demonstrate courage in the face of inequity.

Compassion. Care with listening, empathy and love. Accompany and comfort those in need of healing.

Excellence. Serve with fullest passion, creativity and stewardship. Exceed expectations of others and ourselves.



Nursing Vision

Today and every day, we will work together with humankindness for all to advance the science and art of nursing.

HelloHumankindness™



Organization strategic plan.

Six themes.

Service to
the community

Engagement

Clinical service

Growth

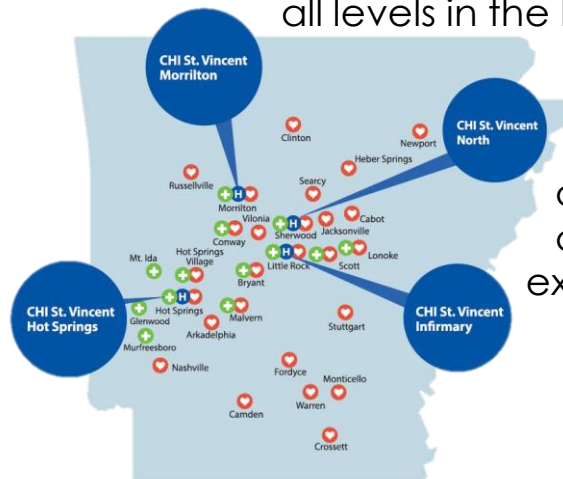
Transformation

Financial

Our purpose, the very reason that we exist is to **make the healing presence of God known in our world.**

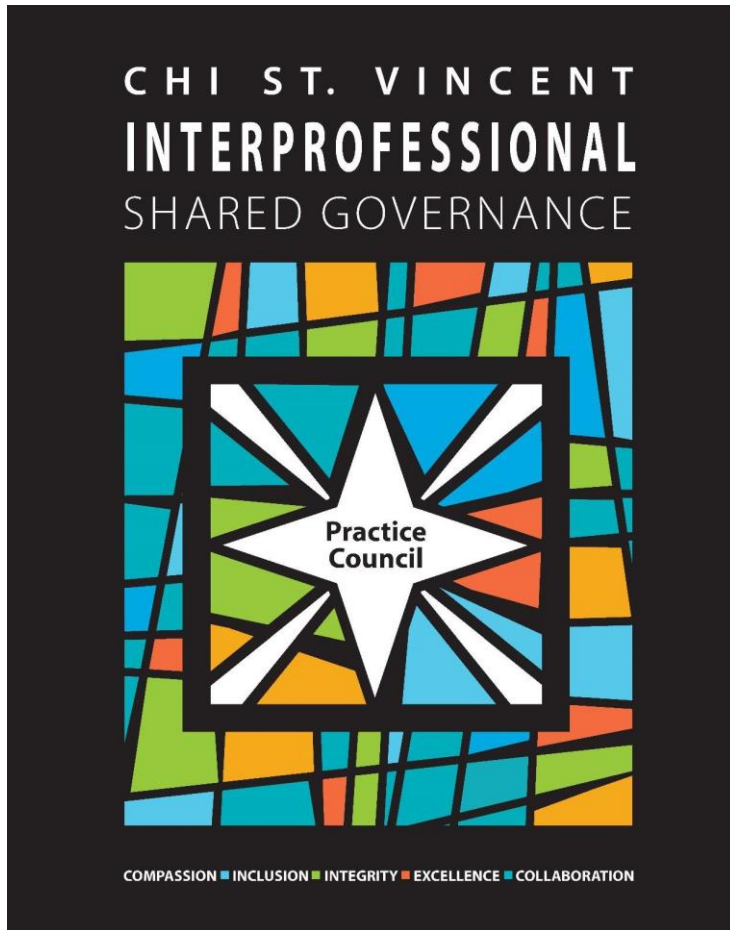
As a health system, CHI St. Vincent is evaluated for achieving its strategic initiatives through 6 CommonSpirit™ themes centered around the strategic priorities of the organization. CHI St. Vincent recognizes nursing's role in effecting wide-reaching changes in the healthcare system. Nurses' training and proximity to patients give them the ability to become effective change agents and lead quality improvement initiatives, thus positively impacting patient care delivery. Nurses at all levels in the health system contribute to the

strategic priorities of the organization by collaborating with the department leaders to set goals, develop strategies, improve process and resolve issues in an effort to provide excellent nursing care to patients.



Shared governance.

Interprofessional Shared Governance is the structure through which Clinical Nurses, Interprofessionals, and Leaders collaborate to make clinical practice decisions throughout the organization.



The stained glass represents Unit Based Councils. The stained glass component visualizes the beautiful collaboration of these various parts working together to set the foundation for professional practice through Shared Governance.



The larger pieces of stained glass represent the specialty councils which have a decision making span of control that encompasses an entire specialty.



The center star represents Interprofessional Practice Council which has a decision making span of control that encompasses the entire organization making it the highest level decision making group within Shared Governance.



The rays coming from the star represent the smaller council groups connected to Shared Governance which may have representatives from any level of the structure. The smaller council groups include the Task Forces and the Nurse Executive Council.



The Core Values which guide all practice at CHI St. Vincent.



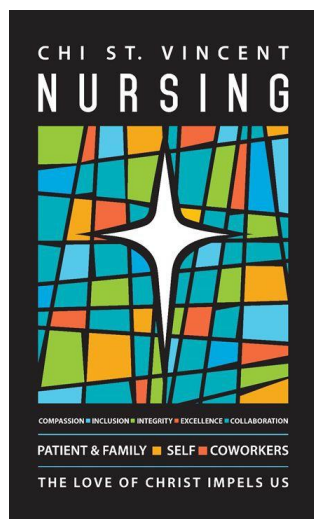
Professional practice model.

The nurses of CHI St. Vincent use Relationship-Based Care (RBC) Model of Nursing Practice. This model focuses on three key elements: clear roles, healthy interpersonal relationships, and adequate and appropriate resources.

THE THREE RELATIONSHIPS OF RBC

Care of Patient/Family
Care of Self
Care of Team

Unit/Specialty Councils coordinate strategies to address these relationships in our practice areas and they are evaluated at regular intervals and reported through shared governance.



The pieces of stained glass reflect the elements of RBC: professional nursing, teamwork, care delivery, leadership, caring & healing environment, resources, outcomes, quality, and accountability.



The Cross is a reminder that our ministry is a continuation of the healing ministry of Jesus Christ.



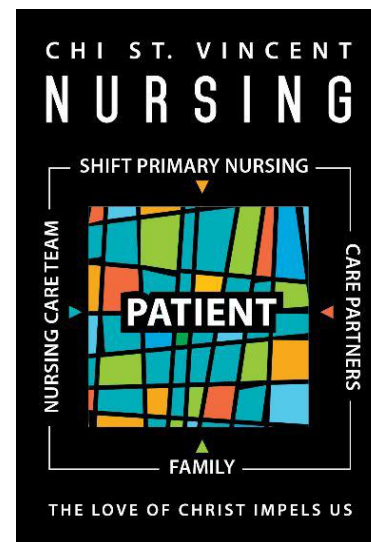
Patient & Family, Self, and Coworkers: the three primary relationships of Relationship Based Care (RBC).



"The love of Christ impels us", the motto of St. Vincent de Paul, our patron saint.

Care delivery system.

The Care Delivery System in use at CHI St. Vincent is Shift Primary Nursing. The Registered Nurse (RN) is the primary coordinator of care and is assisted by others while maintaining overall responsibility for the patient during nurse's shift of duty. The RN works with the family, nursing care partners, and members of the interprofessional team to provide care in a collaborative environment which supports practicing to the top of license. The RN's autonomous practice is supported through the Interprofessional Shared Governance and Unit/Specialty Councils which address clinical expertise, the patient experience, and workplace environment leading to efficient and effective use of healthcare personnel.



Nursing goals and alignment.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES	
		MEASUREMENT	ANNUAL GOAL
1 Service to the Community Caring for those who need it most	Engage, contribute to, and utilize nursing knowledge, skill, compassion, evidence based practice, and research to improve the health of the communities we serve.	Values In Action Community Project Unit Participation	≥90%
		Outreach Events	≥4 events per year
2 Engagement Being the best place to work	Empower nurses as leaders by creating opportunities and processes for accountability, leadership development, and decision-making to have an active voice in their practice. Promote teamwork and Interprofessional collaborative relationships. Recognize and reward nursing excellence and team excellence.	Coworker Engagement	≥ 85 th percentile rank in the annual coworker engagement survey
		RN Satisfaction Survey Participation	≥ 75%
		<i>RN Satisfaction Survey Domains:</i> RN:RN interaction RN:MD interaction Interprofessional relationships	Outperform National Benchmark

Nursing goals and alignment.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES	
		MEASUREMENT	ANNUAL GOAL
3 Clinical Service Keeping everyone from harm and delivering excellent compassionate care	Advance a culture of quality and safety for patients and coworkers to lead nursing quality and safety nationally. Leverage technology to enhance communication, education, professional practice, safety, and patient experience.	<i>Improve Nurse Sensitive Indicators</i> <ul style="list-style-type: none"> Falls with Injury HAPI, Stages 2 and Above CAUTI CLABSI SSI Hospital Acquired CDIFF 	Outperform National Benchmark
		<i>Decrease coworker injuries</i> <ul style="list-style-type: none"> Sharps Injury Patient Handling Workplace Violence 	< 10% from previous fiscal year
4 Growth Serving more people by growing our ministry for long term viability	Encourage and promote innovation to improve/redesign patient outcomes, patient experience, and practice environment to improve and grow our ministry.	Overall Rating of the Hospital CommonSpirit™ Composite	Outperform CommonSpirit™ Facility Goals

Nursing goals and alignment.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES	
		MEASUREMENT	ANNUAL GOAL
5 Transformation Creating healthy communities	Address the unique needs of those we serve through advanced nursing education, professional certification, continuing education, and socially/culturally competent care. Exceed the needs and expectations of patients, families, and the communities we serve.	% of BSN or Higher Nursing Education	≥1% biennial increase at both the organization and individual unit levels
		% of Eligible RNs with a Professional Certification	≥2% biennial increase at both the organization and individual unit levels
6 Financials Building a sustainable ministry	Ensure cost effectiveness and efficient care by strategic and efficient utilization of resources.	RN Turnover	2% reduction from previous FY
		Nurse Manager/Nurse Leader Unplanned Turnover	≤ 10%

Initiatives.

Little Rock nursing initiatives.

FY2024

GOAL MEASURES	Values In Action	Outreach Events	Coworker Engagement	RN Satisfaction	Relationships	Nurse Sensitive Indicators
INITIATIVES Annual Goals on Pages 7 – 9	RICE Angel Tree	Little Rock Critical Care Program Education in local schools Best Cellar Support groups for SVI patients Scrubs for PCT Program Community Trauma Education LR Marathon	Hospital and Heritage Week Service Hero Award Honey Bee Award Mission Reset Tuition reimbursement & discounts Physician led Award for RNs Self-Scheduling Clinical Ladder Breakfast Clinical Coach Course RNs on committees Taking Charge Course Shared Governance Holiday gift distribution DAISY Kindness Matters Breakfast with Bryan Studor Co-worker Rounding Scrubs sold in Gift Shop Free Employee Fitness Center Scholarships	Meal tickets for participation Drawing and prizes for units that had 100% participation Provide access to computers in Terrace Room Announcements overhead daily during survey Share results and action plan with bedside staff and collaborate to brainstorm ways to improve RN satisfaction	Leadership physician rounding Joint/ Spine Academy Interdisciplinary committees (Quality & Safety, Sepsis, etc.) Taking Charge Class Focus, fix and follow up LRCCP (neuro module) Safety Huddle Communication Boards in pt rooms Bedside Shift Report Shift Huddle	Virtual Companion Implementation Bed Alarms 2 person Foley insertion Fall Mats Annual competencies Gait Belts Nurse driven protocols Yellow Gowns & socks Falls Committee RCA Process on HAIs Turning System for HAPI Blood culture contamination kit

Little Rock nursing initiatives.

FY2024

GOAL MEASURES	Coworker Injuries	Overall Rating of the Hospital	Higher Nursing Education	Professional Certification	RN Turnover	Nurse Leader Turnover
INITIATIVES Annual Goals on Pages 7 – 9	Sara Steady & Lifts New IVs with no backflow Kindness matters New company with increased security Needleless systems TEAM training Increase lighting in parking garage Rotoprone Project Turning System Increased security guards & metal wands in ED Zero Tolerance Signage in Units for workplace violence	Nurse leader rounding RN: MD leader Rounds Bedside Shift Report Quiet hours Hourly Rounding 10: 5 rule Leader Rounding AIDET New Excellence Coordinator focused on service recovery & overall pt experience	Tuition reimbursement Foundation Scholarships Partnerships with colleges for BSN programs Clinical Ladder	Clinical Ladder Certification Reimbursement Plaques on Units for Certified Nurses Certified Nurses Breakfast	Pathway Program Job Fairs Shared Governance Mentoring for New Hires RNRP Sign-on bonuses Recruit Travelers Self-scheduling CEPACC Social Media Marketing Magnet Nursing Student Experience Recruitment at local schools	Nurse Leader Orientation LDI Succession Planning Strategy Nurse Leader Mentorship Program Off-site retreats Budget & Productivity Education Nurse Manager Council 1:1 leader rounding Call rotations VP for Pt Care to assist with needs Supervisors Uninterrupted Office Time

Hot Springs nursing initiatives.

FY2024

GOAL MEASURES	Values In Action	Outreach Events	Coworker Engagement	RN Satisfaction	Relationships	Nurse Sensitive Indicators
INITIATIVES Annual Goals on Pages 7 – 9	UBCs select the nominees and IPC determines the final recipient. VIA committee supports the rollout (collection bins, flyers, etc.) IPC along with the VIA committee coordinates distribution of the items. Christmas family adoptions Pack Shack Nonperishable food boxes for those in need Hello Humankindness Closet (OP/IP/ Women's) Feel Good Crates Pack & Play PALS Program New Outlook Advocacy for Resources	Community Education: stroke/trauma/ANE/Smoking cessation/ diabetes/ cancer/heart NaloxHome Relay for life Trauma symposium Webb center Skin cancer screenings Documentary film festival Sponsoring golf event for the Christian charitable clinic Career Fairs (comm./local) Prostate screening events M.A.S.H. Garland County Health Resource Fair Spa 5K Sweethearts County Clean Up Lake Hamilton Draft Day	Hosp./Heritage week Years of Service Gift/Banquet Pancakes & Omelets Self-scheduling Clinical Coach DAISY Forums Clinical Ladder Peer Interviews Mission SOAR Service Hero Cert. Nurses' Day b-fast Teresa's Weekly Update Taking Charge Kindness Matters Shared Governance RNs on Committees Coworker involvement in product selection Wellness - relaxation station, gym, pet therapy Wellness Bucks Free meals T-shirt Days Thank you cards Corporate Compliance Awards Hello Humankindness Cx of Safety Phone Charging Stations 5S Lean Projects Food Trucks Garvin Gardens/Mid America – free admission Pyxis Mugshots/Chick-Fil-A Loan Forgiveness NLA	Hosp/Heritage/ Nurses week Pancakes & Omelets Self-scheduling Clinical Coach DAISY (inc. plaques) Forums Clinical Ladder Peer interviews Mission SOAR Service Hero Cert. Nurses' day bfast T's weekly update Taking Charge Kindness Matters Shared Governance RNs on Committees Coworker involvement in product selection Tea with T Strategic Planning Retreat Airstrip 5S Events Clinical Ladder Bfast Incentive Bonus RNRP Magnet/AWON Conference PALS Education Equipment ICU Window Clings Nurse Honor Guard T-Shirt Days College Partners COVID Swab Tubing	Committees (lab, pharm, HR, etc.) Expanding our knowledge education MDR BSR NPZ Shared governance Hourly rounding Safety huddles Meds to beds Leadership/Physician rounding Nurse Physician rounding RNRP 10/5 Rule Stoplight Report AIDET Care Partner Special Council Magnet Conf. PFAC Strategic Planning Retreat Align SOP with CSH CSH Councils (NPPC/NCEC) College Partner TY Cards Cx of Safety Great Catches Residents on Units Annual Donor Honor Walk	Shared governance quality reports ICU & NICU HAPI rounds R/Y/G intervention guides Yellow gowns Post-fall and daily huddle Market quality teams ACAs/RCA's Proning HAPI prevention task force Delirium task force WTA education Fall mats Fall folders Gait belts Huddle boards with data Strong for surgery Nurse driven protocols Comfort glide system Early ICU mobilization Hourly rounding CLABSI super users MedSurg mobility program New quality dashboards LDRP fall prevention Microfiber washcloths Annual competencies 2 ppl skin assessment 2 ppl Foley insertion 2 ppl blood culture collection 4 Eyes in 4 Hours Wound Wednesdays Airstrip Code Stroke Code OB Male Purewick Barrier Cream AI for Falls SOP Playbooks New Beds Braden Scores

Hot Springs nursing initiatives.

FY2024

GOAL MEASURES	Coworker Injuries	Overall Rating of the Hospital	Higher Nursing Education	Professional Certification	RN Turnover	Nurse Leader Turnover
INITIATIVES Annual Goals on Pages 7 – 9	New hire back safety education Crash cart med exchange process with pharmacy Gait belts TEAM WPV signage Kindness Matters Coworker safety committee IT cord management Better parking lot lights Additional security guards Sara steadies Patient Safety: Inservices on the clippers Crash Cart Stools Metal Detector Wand WPV Competency WPV Council Badge Security	Fast track PAT clinic Discharge clinic BSR MDR NPZ 10/5 AIDET HUSH Nurse Leader Rounding/My rounding Safe sleep Patient callback manager Meds to beds Service recovery Leadership Rounding Hourly Rounding Above & Beyond Award Leapfrog A CMS 4 Star Top 100 Hospitals Best Place to Work x 4 Years Televox Magnet TJC – Stroke/Heart/ Joints MyChart	Tuition reimbursement Clinical Ladder BSN achievement goals incorporated into annual performance reviews Access to academic advising Textbook purchase discount Reduced tuition for 100 and 200 level courses Discount program with colleges and waived app. fees for many schools Pathway programs BSN promotion through Shared Governance Involving clinical RNs in recruitment at local BSN colleges Scholarships Prof. Org. Members Free CEU's	Clinical Ladder Reimbursement for certification fee prior to completing the examination If unsuccessful on the first attempt an employee can receive reimbursement for the same certification exam for one additional attempt within the same fiscal year One certification renewal reimbursement through Concur per fiscal year Professional certification achievement goals incorporated into annual performance reviews Professional Certification promotion through Shared Governance Prof. Cert. Review Free CEU's	Clinical Coach Self-scheduling Recruit temp coworkers to full time (e.g. travelers & international)) RNRP Pathway Magnet Hire fairs Scholarships DAISY BBI/Peer interviews Non-cert PCT class New hire surveys Sign on bonuses Best place to work Tuition Reimb. Kindness Matters Clinical ladder Shared governance Service hero Development goals Virtual hiring fairs Interntl Nurse TTP New RN Recruiter - Control Process Exit interviews Compassionate RN Awards Internal Travelers Incentive/Recruitment Bonuses Nurse Leader Academy	Magnet Hire fairs Scholarships DAISY BBI/Peer interviews New hire surveys Sign on bonuses Best place to work Tuition reimbursement Kindness Matters Shared governance Sentinel Record best hospital Service hero Development goals Nurse leader education coming Student precepting Discount College Programs Quarterly Nurse Manager Lunch Non-Scheduled Office Time Leader Rounding Assistance Nurse Leader Retreat Secret Siblings

Sherwood nursing initiatives.

FY2024

GOAL MEASURES	Values In Action	Outreach Events	Coworker Engagement	RN Satisfaction	Relationships	Nurse Sensitive Indicators
INITIATIVES Annual Goals on Pages 7 – 9	<p>UBCs select the nominees and VIA committee supports the rollout (collection bins, flyers, etc.</p> <p>Interprofessional Practice Council coordinates distribution of the items.</p> <p>Thanksgiving food drive</p> <p>Angel Tree</p> <p>School supply drive</p>	<p>Community stroke/trauma education</p> <p>Sherwood fest</p> <p>Out of Darkness suicide prevention</p> <p>Heart walk</p> <p>Drug take back</p> <p>Sherwood 5K</p> <p>Danny's fund</p> <p>Go gray in May</p> <p>Pregnancy center supply</p>	<p>Hospital week</p> <p>Heritage week</p> <p>Pancake breakfasts</p> <p>Clinical coach class</p> <p>Coworker of the quarter</p> <p>Self-scheduling</p> <p>Christmas gifts</p> <p>Nurses' week</p> <p>DAISY</p> <p>Forums</p> <p>Clinical ladder</p> <p>Product selection</p> <p>Service hero</p> <p>Kindness Matters</p> <p>Taking charge class</p>	<p>Ice Cream rounding</p> <p>ProQol: Research</p> <p>Project-Professional</p> <p>Quality of Life Survey</p> <p>Midnight munchies</p>	<p>Peer interviews</p> <p>Committee involvement</p> <p>LRCC Program</p> <p>Leader physician rounding</p> <p>Continued education</p> <p>Focus, fix & follow up</p> <p>Shared governance</p> <p>Hourly rounding</p> <p>Safety & bed huddles</p> <p>Meds to beds</p> <p>MDR</p> <p>BSR</p> <p>NPZ</p>	<p>Shared governance quality reports</p> <p>ICU Monthly HAPI rounds</p> <p>Nutrition enhancement education</p> <p>Yellow gowns</p> <p>UC safety rounds</p> <p>Post-fall & daily huddles</p> <p>Market quality teams</p> <p>ACAs</p> <p>RCAs</p> <p>Fall mats</p> <p>Gait belts</p> <p>Low beds</p> <p>Huddle boards with data</p> <p>Nurse driven protocols</p> <p>Comfort glide system</p> <p>Early ICU mobilization</p> <p>Hourly rounding</p> <p>CLABSI superusers</p> <p>CAUTI drive PI committee</p> <p>Virtual companion</p> <p>New quality dashboards</p> <p>Fall prevention update</p> <p>Annual competencies</p> <p>2 person skin assessment</p> <p>2 person Foley insertion</p> <p>Practice council reps</p> <p>Participate in validation days and quality improvement</p> <p>Safety huddle</p> <p>Mission RESET/SOAR</p> <p>Hand hygiene codeword</p>

Sherwood nursing initiatives.

FY2024

GOAL MEASURES	Coworker Injuries	Overall Rating of the Hospital	Higher Nursing Education	Professional Certification	RN Turnover	Nurse Leader Turnover
INITIATIVES Annual Goals on Pages 7 – 9	Butterfly needle education New IVs with no backflow Gait belts TEAM WPV signage Kindness Matters Coworker safety committee Transport team Coworker entrance only with badge access	Fast track BSR MDR NPZ Nurse leader rounding/my rounding 10/5 AIDET Patient callback manager Service recovery	See education/certification advancement plan	See education/certification advancement planon	Clinical coach class self-scheduling RNRP Recruit temp coworkers to full time North based pool Hire fairs Scholarships DAISY BBI/Peer interviews Non-cert PCT class New hire surveys Sign on bonuses Tuition reimbursement Kindness Matters Clinical ladder Shared governance Service hero Development goals ProQul: Quality of Life Assessment Research Project Coworker of the quarter PCT ladder Honey Bee	Clinical coach class self-scheduling RNRP Pathway Recruit temp coworkers to full time North based pool Hire fairs Scholarships DAISY BBI/Peer interviews Non-cert PCT class New hire surveys Sign on bonuses Tuition reimbursement Kindness Matters Clinical ladder Shared governance Service hero Development goals ProQul: Quality of Life Assessment Research Project Coworker of the quarter PCT ladder Patient experience huddle

Morrilton nursing initiatives.

FY2024

GOAL MEASURES	Values In Action	Outreach Events	Coworker Engagement	RN Satisfaction	Relationships	Nurse Sensitive Indicators
INITIATIVES Annual Goals on Pages 7 – 9	Abundant Life Baby item drive Thanksgiving Food Drive Angel Tree RICE project During Nurse's week Care Center Food Drive Summer Cereal Drive	Relay for Life 100 Proof Health Fair at Vaugh Senior Center	Clinical Coach Class Heritage Week DAISY Award Breakfast with CNO Annual Cookout Employee of the Month Kindness Matters Forums Holiday Employee Gift Honeybee Award Taking Charge Class Nurse's Week Service Hero Staff Shout-outs Fitness Center Co-worker Rounding Self-scheduling Clinical Ladder Tuition Reimbursement Peer Interview Shared Governance RN committee Scholarships Discounts Hospital Week	Pizza Celebration Drawings & Prizes Shared Results & Action Plan Collaboration Daily Announcements Extra Computer Access	Interdisciplinary Committees Peer Interviews Safety Rounds BSR Leader Physician Rounding Hourly Rounding Taking Charge Shift Huddle Committee Involvement LRCC Program Communication Boards Shared Governance Bed Huddle/Safety Focus, Fix and Follow up	Q2 Turning System Fall Mats Daily Line Necessity Review Gait Belts Telemetry Review Yellow Socks & bands 2 person Foley insertion RCA Process on HAls Nurse Driven protocols Low Beds Bed Alarms Hourly Rounding Post-fall & Daily Huddles 2 person Skin Assessment Annual Competencies Huddle Boards with Data

Morrilton nursing initiatives.

FY2024

GOAL MEASURES	Coworker Injuries	Overall Rating of the Hospital	Higher Nursing Education	Professional Certification	RN Turnover	Nurse Leader Turnover
<div>INITIATIVES</div> <div>Annual Goals on Pages 7 – 9</div>	Zero Tolerance Signage Lifts Kindness Matters TEAM Training Turning System IV catheters with no backflow Gait Belts Co-Worker Entrance only with badge access	MyRounding BSR Hush Time AIDET Patient Callback Manager NLR Service Recovery 10/5 RN/MD Leader Rounds	Foundation scholarship Nurse Leader Rounding Self-Scheduling Tuition reimbursement Quiet hours Clinical Ladder Community News Leader Rounding Plaque/Breakfast Bedside Shift Report AIDET	Clinical Ladder	Social Media Networking Shared Governance Scholarships RN Referral Bonus Clinical Coach Class Hire Fairs RNRP Kindness Matters Tuition Reimbursement Sign-on bonus Self-scheduling	Nurse Leader Orientation Supervisors 1:1 Leader Rounding Succession Planning Budget & Productivity Education

Outcomes.

Little Rock outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
1 Service to the Community Caring for those who need it most	Engage, contribute to, and utilize nursing knowledge, skill, compassion, evidence based practice, and research to improve the health of the communities we serve.	Values In Action Community Project Unit Participation	≥90%	✓	✓	✓	
		Outreach Events	≥4 events per year	✓	✓	✓	
2 Engagement Being the best place to work	Empower nurses as leaders by creating opportunities and processes for accountability, leadership development, and decision-making to have an active voice in their practice. Promote teamwork and Interprofessional collaborative relationships. Recognize and reward nursing excellence and team excellence.	Coworker Engagement	≥ 85 th percentile rank in the annual coworker engagement survey	✗	✗	✗	
		RN Satisfaction Survey Participation	≥ 75%	✓ 83%	✓	✓	
		<i>RN Satisfaction Survey Domains:</i> RN:RN interaction RN:MD interaction Interprofessional relationships	Outperform National Benchmark	RN:RN ✗ RN:MD ✓ RN:Int ✗	RN:RN ✗ RN:MD ✓ RN:Int ✗	RN:RN ✗ RN:MD ✓ RN:Int ✗	

Little Rock outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
3 Clinical Service Keeping everyone from harm and delivering excellent compassionate care	<p>Advance a culture of quality and safety for patients and coworkers to lead nursing quality and safety nationally.</p> <p>Leverage technology to enhance communication, education, professional practice, safety, and patient experience.</p>	<i>Improve Nurse Sensitive Indicators</i> <ul style="list-style-type: none"> Falls with Injury HAPI, Stages 2 and Above CAUTI CLABSI SSI Hospital Acquired CDIFF 	Outperform National Benchmark	Falls ✓ HAPI ✗ CAUTI ✓ CLABSI ✗ SSI ✓ CDIFF ✓	Falls ✓ HAPI ✗ CAUTI ✓ CLABSI ✗ SSI ✓ CDIFF ✓	Falls ✓ HAPI ✗ CAUTI ✓ CLABSI ✓ SSI ✓ CDIFF ✓	
		<i>Decrease coworker injuries:</i> <ul style="list-style-type: none"> Sharps Injury Patient Handling Workplace Violence 	< 10% from previous fiscal year	N.D.	✗	✓	
4 Growth Serving more people by growing our ministry for long term viability	Encourage and promote innovation to improve/redesign patient outcomes, patient experience, and practice environment to improve and grow our ministry.	Overall Rating of the Hospital CommonSpirit™ Composite	Outperform CommonSpirit™ Facility Goals	✗	✗	✗	

Little Rock outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
5 Transformation Creating healthy communities	Address the unique needs of those we serve through advanced nursing education, professional certification, continuing education, and socially/culturally competent care. Exceed the needs and expectations of patients, families, and the communities we serve.	% of BSN or Higher Nursing Education	≥1% biennial increase at both the organization and individual unit levels	✓	✓	✓	
		% of Eligible RNs with a Professional Certification	≥2% biennial increase at both the organization and individual unit levels	✓	✓	✓	
6 Financials Building a sustainable ministry	Ensure cost effectiveness and efficient care by strategic and efficient utilization of resources.	RN Turnover	2% reduction from previous FY	✗	✗	✓	
		Nurse Manager/Nurse Leader Unplanned Turnover	≤ 10%	✓	✓	✗	

Hot Springs outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
1 Service to the Community Caring for those who need it most	Engage, contribute to, and utilize nursing knowledge, skill, compassion, evidence based practice, and research to improve the health of the communities we serve.	Values In Action Community Project Unit Participation	≥90%	partially met tracking will resume in FY22	✓	✓	✓
		Outreach Events	≥4 events per year	✓	✓	✓	✓
2 Engagement Being the best place to work	Empower nurses as leaders by creating opportunities and processes for accountability, leadership development, and decision-making to have an active voice in their practice.	Coworker Engagement	≥ 85 th percentile rank in the annual coworker engagement survey	✓	✓	✓	✓
		RN Satisfaction Survey Participation	≥ 75%	✓	✓	✓	✓
	Promote teamwork and Interprofessional collaborative relationships. Recognize and reward nursing excellence and team excellence.	<i>RN Satisfaction Survey Domains:</i> RN:RN interaction RN:MD interaction Interprofessional relationships	Outperform National Benchmark	✓	✓	✓	✓

Hot Springs outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
3 Clinical Service Keeping everyone from harm and delivering excellent compassionate care	Advance a culture of quality and safety for patients and coworkers to lead nursing quality and safety nationally. Leverage technology to enhance communication, education, professional practice, safety, and patient experience.	<i>Improve Nurse Sensitive Indicators</i> <ul style="list-style-type: none"> Falls with Injury HAPI, Stages 2 and Above CAUTI CLABSI SSI Hospital Acquired CDIFF 	Outperform National Benchmark	✓	✓	✓	✓
		<i>Decrease coworker injuries:</i> <ul style="list-style-type: none"> Sharps Injury Patient Handling Workplace Violence 	< 10% from previous fiscal year	N.D.	✓	✓	✓
4 Growth Serving more people by growing our ministry for long term viability	Encourage and promote innovation to improve/redesign patient outcomes, patient experience, and practice environment to improve and grow our ministry.	Overall Rating of the Hospital CommonSpirit™ Composite	Outperform CommonSpirit™ Facility Goals	✓	✓	✓	✓
		ED LWBS	Decrease the percentage to the National Standard of 2% or less	✗	✗	✗	✓

Hot Springs outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
5 Transformation Creating healthy communities	Address the unique needs of those we serve through advanced nursing education, professional certification, continuing education, and socially/culturally competent care.	% of BSN or Higher Nursing Education	≥ 0.5% biennial increase at the organization and individual unit levels (decreased goal in 2022 from ≥1% biennial in FY21)	not enough data to determine outcome of biennial goal	✓	✓	Waiting on Data
	Exceed the needs and expectations of patients, families, and the communities we serve.	% of Eligible RNs with a Professional Certification	≥ 0.5% biennial increase at the organization and individual unit levels (decreased goal in 2022 from ≥2% biennial in FY21)	not enough data to determine outcome of biennial goal	✓	✓	Waiting on Data
6 Financials Building a sustainable ministry	Ensure cost effectiveness and efficient care by strategic and efficient utilization of resources.	RN Turnover rate	1% reduction from previous FY (decreased goal in 2022 from 2% in FY21)	✗	✗	✓	✓
		Nurse Manager/Nurse Leader Unplanned Turnover	≤10%	✓	✓	✓	✓

Sherwood outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
1 Service to the Community Caring for those who need it most	Engage, contribute to, and utilize nursing knowledge, skill, compassion, evidence based practice, and research to improve the health of the communities we serve.	Values In Action Community Project Unit Participation	≥90%	partially met tracking to start in FY22	✓	✓	
		Outreach Events	≥4 events per year	✓	✓	✓	
2 Engagement Being the best place to work	Empower nurses as leaders by creating opportunities and processes for accountability, leadership development, and decision-making to have an active voice in their practice.	Coworker Engagement	≥ 85 th percentile rank in the annual coworker engagement survey	✓	✓	✓	
		RN Satisfaction Survey Participation	≥ 75%	✓	✓	✓	
	Promote teamwork and Interprofessional collaborative relationships. Recognize and reward nursing excellence and team excellence.	<i>RN Satisfaction Survey Domains:</i> RN:RN interaction RN:MD interaction Interprofessional relationships	Outperform National Benchmark	✓	✓	✓	

Sherwood outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
3 Clinical Service Keeping everyone from harm and delivering excellent compassionate care	Advance a culture of quality and safety for patients and coworkers to lead nursing quality and safety nationally. Leverage technology to enhance communication, education, professional practice, safety, and patient experience.	<i>Improve Nurse Sensitive Indicators</i> <ul style="list-style-type: none"> Falls with Injury HAPI, Stages 2 and Above CAUTI CLABSI SSI Hospital Acquired CDIFF 	Outperform National Benchmark	✓HAPI ✗CAUTI ✗CLABSI ✓SSI ✗CDIFF	✓HAPI ✗CAUTI ✗CLABSI ✓SSI ✗CDIFF	✓HAPI ✓CAUTI ✓CLABSI ✓SSI ✗CDIFF	
		<i>Decrease coworker injuries:</i> <ul style="list-style-type: none"> Sharps Injury Patient Handling Workplace Violence 	< 10% from previous fiscal year	✓Sharps N.D. Pt Handling N.D. WPV	✓Sharps ✓ Pt Handling ✓ WPV	✓Sharps ✓ Pt Handling ✓WPV	
4 Growth Serving more people by growing our ministry for long term viability	Encourage and promote innovation to improve/redesign patient outcomes, patient experience, and practice environment to improve and grow our ministry.	Overall Rating of the Hospital CommonSpirit™ Composite	Outperform CommonSpirit™ Facility Goals	✓	✓	✓	

Sherwood outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
5 Transformation Creating healthy communities	Address the unique needs of those we serve through advanced nursing education, professional certification, continuing education, and socially/culturally competent care. Exceed the needs and expectations of patients, families, and the communities we serve.	% of BSN or Higher Nursing Education	≥1% biennial increase at both the organization and individual unit levels	N.D.	✗	✓	
		% of Eligible RNs with a Professional Certification	≥2% biennial increase at both the organization and individual unit levels	N.D.	✗	✓	
6 Financials Building a sustainable ministry	Ensure cost effectiveness and efficient care by strategic and efficient utilization of resources.	RN Turnover	2% reduction from previous FY	✗	✓	✓	
		Nurse Manager/Nurse Leader Unplanned Turnover	≤ 10%	✗	✓	✓	

Morrilton outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
1 Service to the Community Caring for those who need it most	Engage, contribute to, and utilize nursing knowledge, skill, compassion, evidence based practice, and research to improve the health of the communities we serve.	Values In Action Community Project Unit Participation	≥90%	✓	✓	✓	
		Outreach Events	≥4 events per year	✗ d/t COVID	✓	✓	
2 Engagement Being the best place to work	Empower nurses as leaders by creating opportunities and processes for accountability, leadership development, and decision-making to have an active voice in their practice. Promote teamwork and Interprofessional collaborative relationships. Recognize and reward nursing excellence and team excellence.	Coworker Engagement	≥ 85 th percentile rank in the annual coworker engagement survey	✓ 88.91%	✓	✓	
		RN Satisfaction Survey Participation	≥ 75%	✓ 100%	✓	✓	
		<i>RN Satisfaction Survey Domains:</i> RN:RN interaction RN:MD interaction Interprofessional relationships	Outperform National Benchmark	projected ✓	✓	✓	

Morrilton outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✕ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
3 Clinical Service Keeping everyone from harm and delivering excellent compassionate care	Advance a culture of quality and safety for patients and coworkers to lead nursing quality and safety nationally. Leverage technology to enhance communication, education, professional practice, safety, and patient experience.	<i>Improve Nurse Sensitive Indicators</i> <ul style="list-style-type: none"> Falls with Injury HAPI, Stages 2 and Above CAUTI CLABSI SSI Hospital Acquired CDIFF 	Outperform National Benchmark	✓	✓	✓	
		<i>Decrease coworker injuries:</i> <ul style="list-style-type: none"> Sharps Injury Patient Handling Workplace Violence 	< 10% from previous fiscal year	projected ✓	✓	✓	
4 Growth Serving more people by growing our ministry for long term viability	Encourage and promote innovation to improve/redesign patient outcomes, patient experience, and practice environment to improve and grow our ministry.	Overall Rating of the Hospital CommonSpirit™ Composite	Outperform CommonSpirit™ Facility Goals	✕	✓	✓	

Morrilton outcomes.

FY21 – FY25

CommonSpirit™ THEMES	CHI St. Vincent NURSING GOALS	OUTCOMES ✓ = Goal Met ✗ = Goal Not Met					
		MEASUREMENT	ANNUAL GOAL	FY21	FY22	FY23	FY24
5 Transformation Creating healthy communities	Address the unique needs of those we serve through advanced nursing education, professional certification, continuing education, and socially/culturally competent care. Exceed the needs and expectations of patients, families, and the communities we serve.	% of BSN or Higher Nursing Education	≥1% biennial increase at both the organization and individual unit levels	N.D.	✗	✗	
		% of Eligible RNs with a Professional Certification	≥2% biennial increase at both the organization and individual unit levels	✗	✗	✗	
6 Financials Building a sustainable ministry	Ensure cost effectiveness and efficient care by strategic and efficient utilization of resources.	RN Turnover	2% reduction from previous FY	✗	✓	✓	
		Nurse Manager/Nurse Leader Unplanned Turnover	≤ 10%	✓	✓	✓	

2020 Approvals.

Nurse Executive Approval – 06.09.2020
Sherwood Practice Council Approval – 11.23.2020
Little Rock Practice Council Approval – 11.03.2020
Morrilton Practice Council Approval – 04.08.2021
Hot Springs Practice Council Approval – 09.03.2020

2021 Approvals.

Nurse Executive Approval – 09.20.2021
Sherwood Practice Council Approval – 07.09.2021
Little Rock Practice Council Approval – 07.09.2021
Morrilton Practice Council Approval – 07.09.2021
Hot Springs Practice Council Approval – 07.09.2021

2022 Approvals.

Nurse Executive Approval – 7.22.2022
Sherwood Practice Council Approval – 7.22.2022
Little Rock Practice Council Approval – 7.22.2022
Morrilton Practice Council Approval – 7.22.2022
Hot Springs Practice Council Approval – 7.22.2022

2023 Approvals.

Nurse Executive Approval – 7.28.2023
Sherwood Practice Council Approval – 7.28.2023
Little Rock Practice Council Approval – 7.28.2023
Morrilton Practice Council Approval – 7.28.2023
Hot Springs Practice Council Approval – 7.28.2023

2024 Approvals.

Nurse Executive Approval – 8.09.2024
Sherwood Practice Council Approval – 8.09.2024
Little Rock Practice Council Approval – 8.09.2024
Morrilton Practice Council Approval – 8.09.2024
Hot Springs Practice Council Approval – 8.09.2024