



COLUMBUS COMMUNITY HOSPITAL *Nursing* 

STRATEGIC PLAN 2025-30

A MESSAGE FROM YOUR *chief nursing officer (CNO)*



With the inclusion and support of the nursing leadership team, we bring this Nursing Strategic Plan (NSP) forward to guide the direction of our nursing practice at Columbus Community Hospital (CCH) for the next five years. The mission, vision and values of CCH are at the core of all that we do, and are the foundation for how nursing care is delivered. The CCH strategic plan and the NSP are closely aligned. We are confident this plan will elevate our nursing practice, our shared governance and engagement, our

care for each other and, most importantly, our compassion and care we deliver to every patient, every time.

As your leadership team, we are here to support you every day as you care for our patients.

Tawny Sandifer, MSN, RN, NEA-BC
CHIEF NURSING OFFICER (CNO)/VICE PRESIDENT
FOR PATIENT CARE

THE NURSING STRATEGIC PLANNING PROCESS

The nursing strategic planning process launched in late 2023 with multiple steps. First, we assigned accountability for the oversight of the process to the following: all nursing directors, the chair and vice chair of the Nursing Shared Governance Council, and the CNO.

Second, we gathered input from the Nursing Shared Governance Council and nursing leadership on the strengths, weaknesses, opportunities and threats (SWOT) facing nursing services at Columbus Community Hospital.

The next three steps occurred during a two-day nursing strategic planning meeting. The SWOT analysis resulted in more than 180 ideas, which were then synthesized into common themes that aligned with one of the three pillars of CCH's strategic plan. Each goal was also aligned with Pathways to Excellence standards — shared decision-making, leadership, safety, quality, well-being and professional development.

Through consensus, we developed the common themes into 14 strategic objectives.

Next, we created one to two goals for each strategic objective, and the group prioritized each goal into a one-year, three-year or five-year timeframe.

The sixth step included starting the implementation of one-year goals. Each goal has been assigned a leader who has involved key stakeholders in developing an action plan for goal implementation.

Additionally, as part of integrating the NSP through shared governance structure, we assigned specific goals to the Nursing Shared Governance Council to be cascaded to the unit-based councils for inclusion and action planning.

The final step for any strategic plan to be successful is implementation. Over the next five years, as a team, we will work to implement the objectives, goals and action plans outlined in our nursing strategic plan.

Most importantly, through implementation, all nurses have the opportunity to be involved in shaping the future of nursing at CCH.

1 CCH STRATEGIC GOAL ALIGNMENT: Sustain and Grow

STRATEGIC OBJECTIVE: Engage nurses in recruitment and retention.

GOALS

- 1** Partner with human resources to develop a task force to focus on recruitment and retention. – Year 1
- 2** Redesign and enhance the nurse residency program to add value and effectiveness as evidenced by reduced nursing turnover and implementation of evidence-based practices. – Year 1

STRATEGIC OBJECTIVE: Engage nurses in teaching activities to create optimal learning opportunities.

GOAL

- 1** Complete an assessment to determine needed educational topics and identify qualified instructors. – Year 1

STRATEGIC OBJECTIVE: Encourage continuous professional development and advancement through organizational support of lifelong learning.

GOAL

- 1** Develop and implement a nursing practice council that augments and supports the shared governance structure. – Year 3

STRATEGIC OBJECTIVE: Promote and nurture mentoring relationships in the community to connect people, share knowledge and build skills for future development of nursing workforce.

GOAL

- 1** Implement three to four clinical practice instructors for the shared clinical model. – Year 1

2 CCH STRATEGIC GOAL ALIGNMENT: Promote High Quality

STRATEGIC OBJECTIVE: Enhance collaboration between nursing and information systems (IS).

GOAL

- 1** Identify IS areas where nursing/nursing leadership representation is lacking or insufficient, and collaborate with IS leadership to develop ways for nursing voices to be heard in these areas. – Year 1

STRATEGIC OBJECTIVE: Maximize EMR/technology to positively impact patient care/nurse satisfaction.

GOALS

- 1** Identify challenges from frontline staff in current EMR, and collaborate with IS to address identified opportunities. – Year 1
- 2** Ensure when new technology that impacts nursing is being implemented, shared governance has the opportunity to evaluate and give feedback. – Year 1

STRATEGIC OBJECTIVE: Increase transparency of information.

GOAL

- 1** Identify quality information/communication desired by frontline staff, and develop methods for dissemination. – Year 3

CCH STRATEGIC GOAL ALIGNMENT: Promote High Quality (continued)

STRATEGIC OBJECTIVE: Empower staff to create a culture of safety and high reliability.

GOAL

- 1 Achieve high-reliability organization status. – Year 5

STRATEGIC OBJECTIVE: Utilize process improvement methodology to identify and resolve system issues.

GOALS

- 1 Facilitate department director training on IHI model for improvement/PDSA, including one project during training. – Year 3
- 2 Utilize CCH-identified performance improvement methodology to identify four nursing key performance indicators, and implement process improvement (falls, med admin, hospital-acquired infections, high-risk processes). – Year 3

3 CCH STRATEGIC GOAL ALIGNMENT: Collaborate and Affiliate

STRATEGIC OBJECTIVE: Foster and strengthen relationships to enhance interprofessional care coordination.

GOAL

- 1 Facilitate a quarterly meeting of community resource leaders focused on networking, sharing information and developing problem resolution related to care coordination. – Year 3

STRATEGIC OBJECTIVE: Promote collaboration of internal and external partners by empowering staff members to leverage their expertise.

GOAL

- 1 Promote collaboration of internal partners by providing education for staff and fostering solutions to meet patients where they are with social determinants of health. – Year 5

STRATEGIC OBJECTIVE: Empower nurses to build collaborative relationships with physicians.

GOALS

- 1 Create a structured onboarding process for new physicians. – Year 1
- 2 Create collaborative professional relationships between nursing leadership and Chief Medical Officer. – Year 1



MISSION:

Our mission is to improve the health of the communities we serve.



VISION:

Our vision is to compassionately deliver the state's highest-quality patient care.



VALUES:

ICARE – Integrity, Compassion, Accountability, Respect and Excellence



CCH NURSING MISSION:

Our patient care service team provides extraordinary care to make a difference in the lives of the people we serve.

