

CHARTING OUR COURSE

Nursing Strategic Plan

A roadmap for advancing nursing excellence and exceptional patient outcomes



Our Purpose



The St. John’s Riverside Hospital Nursing Strategic Plan provides a roadmap for advancing nursing excellence and achieving exceptional patient outcomes. Guided by our Professional Practice Model and aligned with the Pathway to Excellence® framework, the plan establishes strategic priorities that support nurse well-being, professional development, quality and safety, and patient-centered care. Through collaboration, innovation, and shared governance, this plan empowers nurses to lead meaningful improvements that strengthen our workforce, our practice, and the communities we serve.

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This plan is available on the SJRH website. Scan the QR code for access.

OUR FOUNDATION

Professional Practice Model Alignment

At St. John’s Riverside Hospital, our Professional Practice Model serves as the foundation for nursing excellence, guiding nurses to deliver compassionate, patient-centered care through collaboration, respect, trust, evidence-based practice, innovation, and lifelong learning. Through shared governance and a commitment to quality, safety, professional development, and community engagement, we foster a positive practice culture that aligns with the Pathway to Excellence Standards and empowers nurses to achieve exceptional outcomes for patients, families, and each other.





Herta Muller
MSN, RN, NEA-BC

Vice President
Chief Nursing Officer
St. John's Riverside Hospital

A MESSAGE FROM YOUR CHIEF NURSING OFFICER

Our Commitment Continues

It is with great pride that I share St. John's Riverside Hospital's inaugural Nursing Strategic Plan for 2026–2028. This plan represents a significant milestone for our nursing organization and reflects the unified voice, values, and vision of our nurses across all practice settings.

Our five strategic priorities—Clinical excellence and quality, patient and community focus, positive practice culture, interprofessional collaboration, financial health and responsibilities—define our commitment to excellence and guide our work as we continue to advance nursing practice and improve outcomes for our patients and communities.

This plan is deeply aligned with our Pathway to Excellence® journey and grounded in our Professional Practice Model, ensuring that our principles of compassion, collaboration, respect, trust, evidence-based practice, innovation, and lifelong learning remain at the center of all we do.

I am grateful to every nurse and leader who contributed to the development of this plan. Together, we will bring it to life and continue to strengthen nursing excellence at St. John's Riverside Hospital.

Herta



Nursing at St. John's Riverside Hospital

STRATEGIC PILLAR OF NURSING

Clinical Excellence & Quality

Promote an evidence-based practice, improving patient outcomes, enhancing safety, and fostering a culture of continuous learning and improvement.



STRATEGY ONE

Optimize patient and family experience through active engagement.

Outcomes

- Achieve Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores at or above the 65th percentile in more than 50% of domains, meeting the hospital's established performance target.
- Implement a Patient and Family Advisory Board to engage patients and families in decision-making.

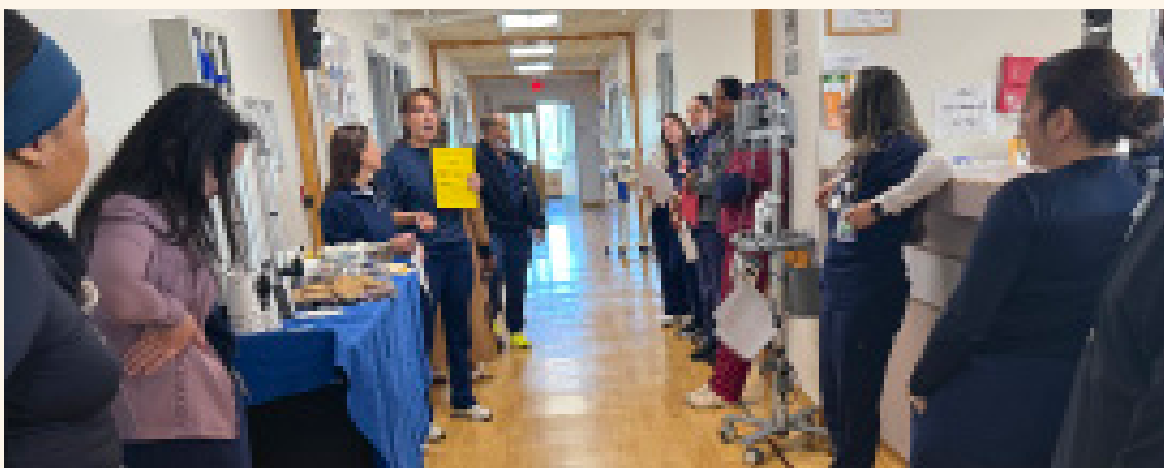


STRATEGY TWO

Elevate and advance professional development initiatives to support clinical excellence and lifelong learning.

Outcomes

- Develop and implement a Nurse Residency Program by Fall of 2027.
- Transform nursing orientation to implement standardized pathways for clinical nurses and nurse managers by 2028.
- Establish service-line-specific nurse educator roles to embed specialty expertise at the point of care, complemented by a centralized education team that maintains system-wide curriculum, competencies, and compliance.





STRATEGIC PILLAR OF NURSING

Clinical Excellence & Quality (continued)



STRATEGY THREE

Advance quality and patient safety through evidence-based care, accountability, and continuous improvement.

Outcomes

- Improve data visibility by developing unit-specific dashboards by the end of 2026.
- Align policies with evidence-based practice through systematic review and revision at a minimum of every two years.
- Increase clinical nurse attendance at national conferences to stay up to date on best practices.
- Increase presentations and publications in internal and external forums to disseminate SJRH best practices.



STRATEGY FOUR

Optimize clinical technology platforms to enhance care delivery efficiency and reduce documentation burden.

Outcomes

- Optimize electronic accessibility to updated policies and procedures.
- Improved clinician input with technology tools.
- Increased adoption and optimization of clinical technology platforms, resulting in reduced documentation burden and improved workflow efficiency through shared governance.



STRATEGY FIVE

Decrease Hospital-Acquired Conditions to improve patient safety and clinical outcomes.

Outcomes

- Decrease Hospital Acquired Pressure Injuries (HAPIs) by 25% by end of year 1.
- Reduce C. difficile, CAUTI, and MRSA infection rates to CMS-predicted rates or better.



STRATEGIC PILLAR OF NURSING

Patient & Community Focus

Foster partnerships that demonstrate our commitment to improving care delivery, building trust, and creating meaningful impact within the communities we serve.



STRATEGY ONE

Apply for ANCC Pathway to Excellence designation in February 2028.

Outcomes

- Submit application for Pathway to Excellence® (PTE) designation.
- Initiate writing of the Pathway® Standards Document.



STRATEGY TWO

Leverage Shared Decision-Making to foster nursing engagement, autonomy, and improved outcomes.

Outcomes

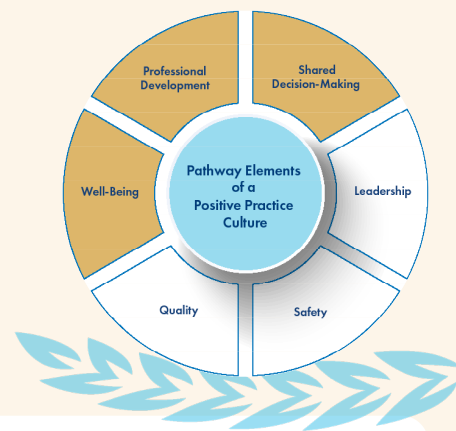
- Increase nurse engagement and participation in core and unit-based shared decision-making (SDM) councils across the organization.
- Achieve annual goals and outcomes established for core/unit based SDM councils.
- Enculturate shared decision-making, leadership, safety, quality, well-being, and professional development standards across all areas where nurses practice.



STRATEGIC PILLAR OF NURSING

Positive Practice Culture

Foster a culture that promotes collaboration, respect, well-being, engagement, and professional growth for all team members.



STRATEGY ONE

Advance retention efforts to support nursing satisfaction, workforce stability, and engagement.

Outcomes

- Establish and sustain a mentorship program to support professional growth, retention, and resilience for nurses at all levels.
- Implement annual recognition awards and expand participation in the DAISY Award program.
- Advance flexible self-scheduling options to support work-life balance and satisfaction while reducing burnout.



STRATEGY TWO

Elevate recruitment and staffing efforts to attract, develop, and retain highly qualified professional nursing workforce.

Outcomes

- Position St. John's Riverside Hospital as an employer of choice for registered nurses, evidenced by a measurable increase in qualified applicants.
- Establish and sustain nursing mentorship program to support recruitment, onboarding, and ongoing professional development.



STRATEGY THREE

Support nurse leader development and advancement while cultivating a healthy and thriving work environment.

Outcomes

- Demonstrate transformational leadership competencies in practice, evidenced by measurable improvements in leadership effectiveness scores on RN satisfaction survey.
- Implement a structured nurse leader orientation and transition program.

STRATEGIC PILLAR OF NURSING

Interprofessional Collaboration

Emphasize effective teamwork among clinical and non-clinical disciplines to enhance quality and safety of care.



STRATEGY ONE

Enhance communication and collaboration among interdisciplinary teams.

Outcomes

- Standardize interdisciplinary rounds across the organization to enhance communication, collaboration, and care coordination, which will improve key performance metrics including engagement (teamwork), RN satisfaction, and interprofessional collaboration.
- Improve HCAHPS categories of patient "Discharge Information" and the "Care Transitions."



STRATEGY TWO

Foster a culture of civility and respectful interactions across all teams.

Outcomes

- Achieve a respectful workplace culture with zero tolerance for incivility and disruptive behaviors, tracked through incident report monitoring and improved RN Satisfaction scores in "RN-RN Teamwork and Collaboration" and "Interprofessional Relationships."
- Expand leadership rounding to enhance leader visibility, strengthen communication, and improve staff engagement.
- Increase RN Satisfaction scores from baseline in "Leadership Access and Responsiveness" for all levels of nurse leaders.



STRATEGY THREE

Enhance patient, family, and community access.

Outcomes

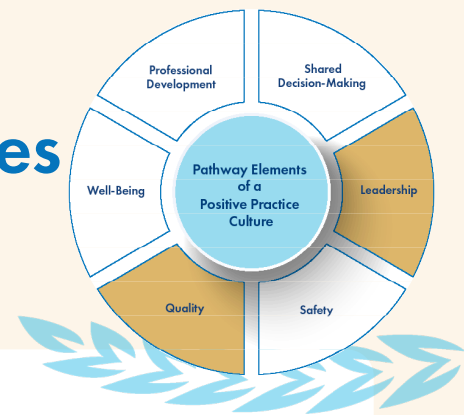
- Increase specialty certification attainment among clinical nurses and nurse leaders.
- Expand access to educational and professional development programs across all levels of nursing.
- Achieve an increase in RN satisfaction survey scores for the "Nursing Professional Development" category.
- Conduct nursing learning needs assessments at a minimum of every two years and implement action plan to address needs.



STRATEGIC PILLAR OF NURSING

Financial Health & Responsibilities

Align and optimize resources to promote exceptional patient care and operational effectiveness.



STRATEGY ONE

Improve patient throughput to reduce length of stay and optimize nursing care delivery.

Outcomes

- Reduce average patient length of stay through structured interdisciplinary rounds (IDRs) and increase in discharges by noon, with measurable improvement against unit-level baselines.
- Increase nursing involvement in daily IDRs across the organization.
- Leverage a Bed Management Coordinator to enhance operational efficiency and streamline patient flow, resulting in measurable improvements in throughput metrics.



STRATEGY TWO

Optimize Workforce Utilization

Outcomes

- Decrease RN turnover rate from baseline and continue to perform better than the national benchmark.
- Implement a cross-departmental clinical nurse shadowing program to evaluate processes and streamline care delivery.
- Integrate stay interviews into retention strategies to proactively address employee concerns.



STRATEGY THREE

Enhance patient, family, and community access.

Outcomes

- Execute successful organizational integration with Montefiore.
- Complete Emergency Department and Surgical Services expansions to increase patient capacity and operational readiness.
- Establish a robust infrastructure for the Cancer Center and the Cardiac Cath Lab.
- Enhance marketing efforts, community engagement, and social media presence.

