

# 2025- 2028 Nursing Strategic Planning

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FAAN,

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# Nursing Mission & Vision

## **Nursing Mission**

Building a high-quality, patient-centered, and integrated health system that maximizes resources to ensure the greatest benefit for the patients and communities we serve.

## **Nursing Vision**

To be a beacon of nursing excellence, delivering compassionate, culturally competent, and evidence-based care that upholds patient safety, fosters professional growth, and drives innovation to achieve optimal health outcomes for our diverse community.

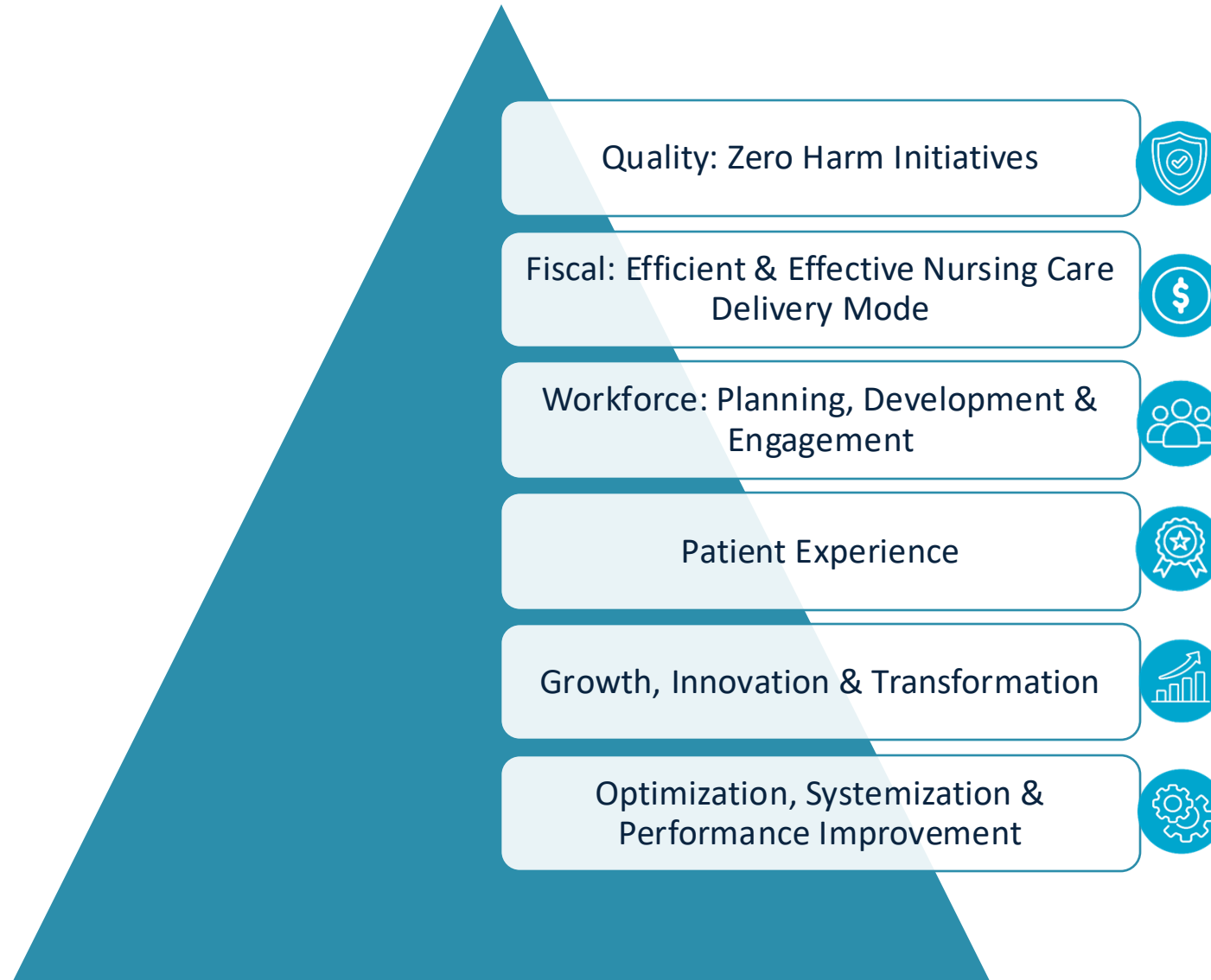


# Current Strategic Plan Performance and Priorities



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# Nursing Priorities 2019- 2024)



# Patient Safety, Clinical Excellence & Quality



Nurse sensitive quality outcomes are the best measures of safe care and effectiveness Nursing practice.

Nurse Sensitive Quality Indicators ( 2019-2023)	Outcome	Impact
HAPI	98% reduction	Top 95 <sup>th</sup> percentile performer nationally. Cost avoidance - ~ \$ 14 M
Falls with injury	47% reduction	Top 75 <sup>th</sup> percentile nationally Cost avoidance - ~ \$ 8.2 M
CLABSI	57% reduction	Below the national mean for 2out of 5quarter Cost avoidance ~ \$ 1.9
CAUTI	38% reduction	Below national mean – 4 out of 8 quarters Cost avoidance ~ \$ 400K
Restraint Utilization	Below national means – 7/8 quarter	Top 90 <sup>th</sup> Percentile performer
Nurse Communication domain	Score increased 4.2 points	Improved patient Experience
Medication scanning	Ongoing compliance based on goal	Leapfrog measure B/A

**~ \$25.5 M cost avoidance based on 2019 incident rate**

- Average cost per HAPI incident- ~ \$43,000/incident
- Average cost per falls with Injury ~ \$ 64, 500/incident
- Average cost per CLABSI - ~ \$ 48,000/incident
- Average cost per CAUTI - ~ \$ 13,800/incident

# Patient Safety, Clinical Excellence & Quality

## Ambulatory Nursing Highlights - Improve Access –

- Streamlined message center management process resulted in a 53% reduction in overdue messages
- Implemented Nurse-driven protocols with chronic care management visits
- Implemented Central Nurse Triage program
- Express care nurse triage program - Over 1000 nursing protocols applications

## Public Health Nursing Highlights

- Nurse video visits augment assessment capabilities as hesitancy persists for home visiting.
- Community Health Workers in all nursing programs for resource management/follow-up.
- Restarted the Hearing & Vision program after 2 ½ years; achieved over 4,000 screenings.
- Expanded 14-week Nursing School Practicum to Public Health Nursing.
- Public Health nurses administered 2,400 Flu and COVID-19 vaccines over two years with ACHN.
- Launched new Public Health Maternal Child Health website to provide information and resources in response to escalating Maternal deaths. [Maternal and Child Health - Cook County Department of Public Health](#)



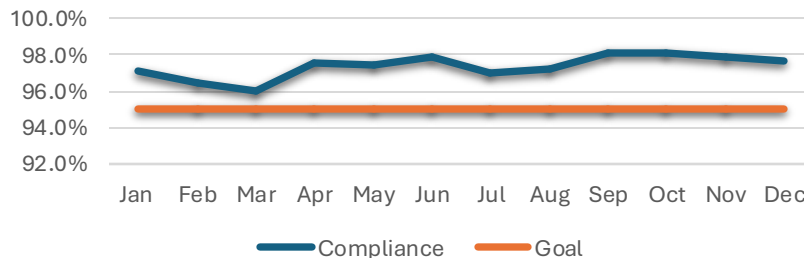


# Correctional Health: Patient Safety, Clinical Excellence & Quality

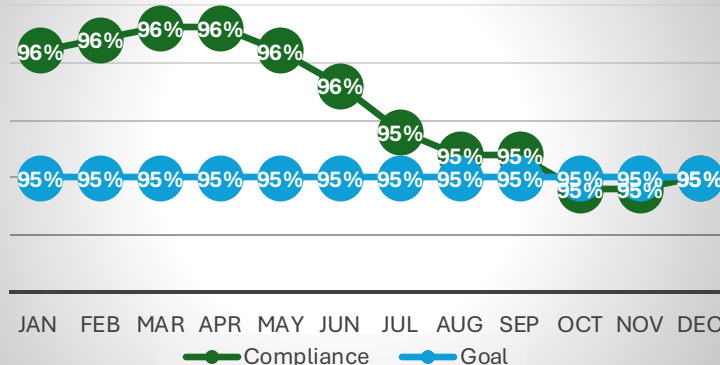
- National Commission of Correctional Healthcare (NCCHC) achieved medical accreditation, Cermak is the only MAT-accredited jail in Illinois, 50% increase in correctional health nursing certification, JTDC maintaining NCCHC Accreditation.
- Cermak and JTDC have made notable strides in quality improvement efforts.
  - The Health Services Request Forms (HSRF) at Cermak achieved an impressive 97.4% compliance rate, ensuring timely and effective care delivery while JTDC remained at 100% for all of 2024.
  - Medication compliance protocols reached a strong average adherence rate of 96%, reflecting the department's commitment to maintaining high standards of care and patient safety.
  - By Dec of 2024 Cermak continued its safety milestone by sustaining a 100% compliance rate in contraband control.



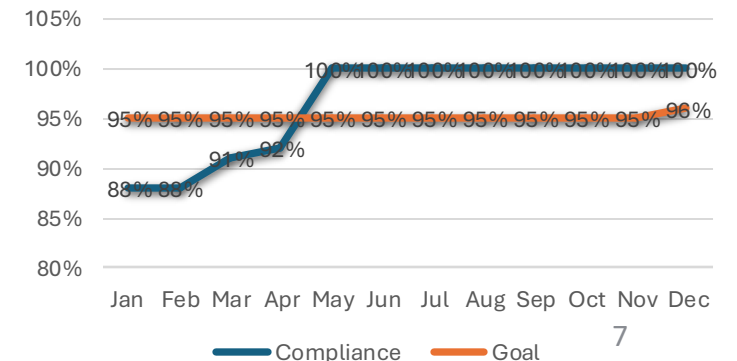
**2024 Health Service Request Forms**  
**Face to Face Within 24 hrs**



**2024 Medication Compliance**



**2024 Contraband Count**

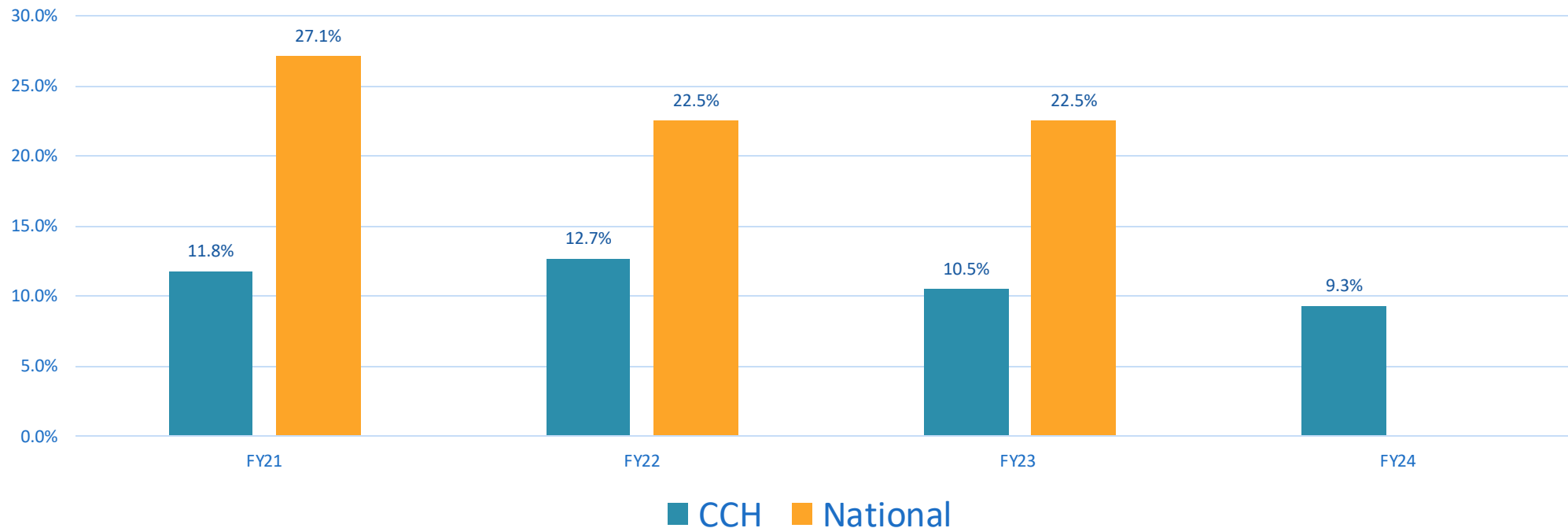


# Workforce: CCH vs National Average



## Direct-Care RN Annual Turnover Percentage

Cook County Health vs. National Ave





# Results of 2022-2024

	N	Engagement Index	Team Index (T1)	Team Index (T2)	Team Index (T3)
CCH All RNs 2024	786	4.04	<b>27%</b>	39%	34%
CCH All RNs 2022	503	3.73	0%	23%	77%

Note. The Team Index (TI)—which evaluates team functioning and identifies support needs.

**In 2024, 27% of teams (25 groups) were identified as TI (well-functioning, low support needed), a significant rise from 0% in 2022.**

	N	Engagement Index	Leader Index: Hi/Mod hi	Leader Index: Moderate	Leader Index Mod Low/Low
CCH All RNs 2024	786	4.04	<b>67%</b>	16%	16%
CCH All RNs 2022	503	3.73	38%	42%	20%

Note. The Leader Index (LI), which measures leadership effectiveness through trust, communication, and openness to feedback, also shows promising growth.

**In 2024, 67% of leaders are rated High or Moderately High, compared to 38% in 2022.**



# Workforce: Journey to Workforce Planning & Development & Engagement

- Nurse Residency Program
- Nursing externship Program Graduation
- ANCC APP Fellowship
- Nursing Preceptor training Program - over 200 staff
- Journal Club
- Nursing Grand rounds
- Second Nursing School Summit
- Nursing Certification initiatives - 22 % of CCH RNs are specialty certified
- ANCC CE Accreditation
- IONL Nurse Manager Fellowship Program
- International Student Day
- Nursing best practice presentations and recognitions (e.g. Daisy Award, Nursing Excellence, Certification Day, Quality Awards, Nurses Week Celebration, Preceptor Recognition)



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# Nursing Innovation, EBP, and Research

## NIRC Inaugural EBP & Research Conference

### Nursing Innovation & Research Center

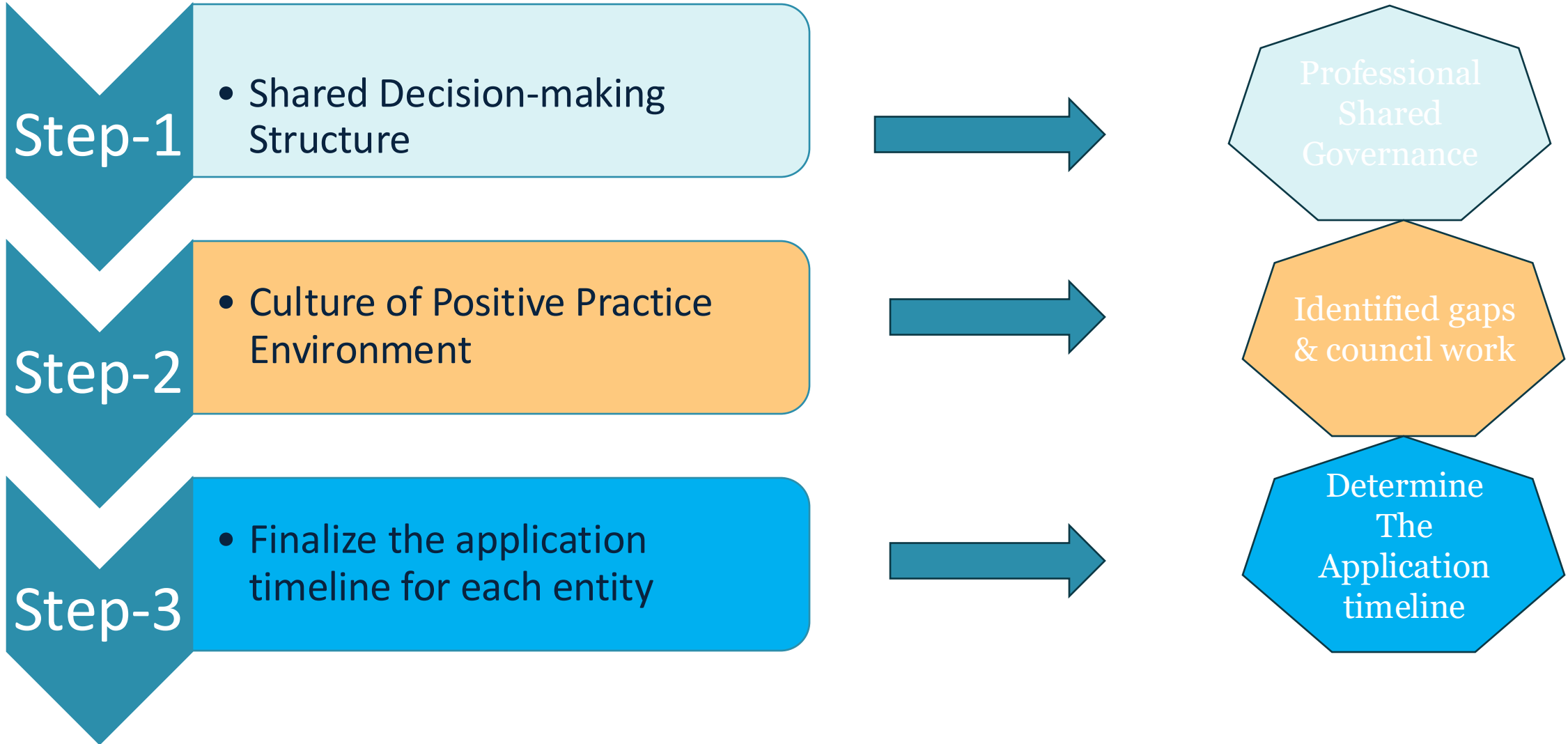
36 Regional Presentations, 6 National Presentations  
25 CCH EBP & Research Conference Posters  
One-nurse-led research project completed, two additional research protocols in progress  
Global finalist for Nurse Hack4Health Innovation; Johnson & Johnson Nurse Innovation Fellowship  
Trained 22 RNs as EBP Experts and 15 RNs trained as Research Scholars  
Research Conference participation.

### Correctional Health Conference

first Midwest Correctional Health Conference, sharing knowledge and evidence-based practices to the fullest potential to make a positive difference in the field of correctional health care.

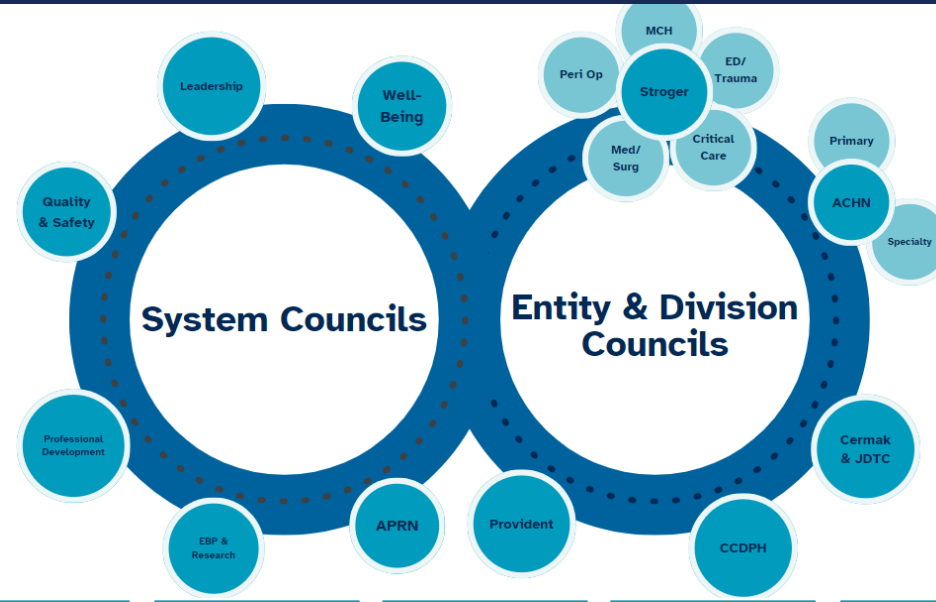


# Pathway to Excellence Journey | Key Requirements



# CCH Nursing Professional Practice Governance (PPG) Structure

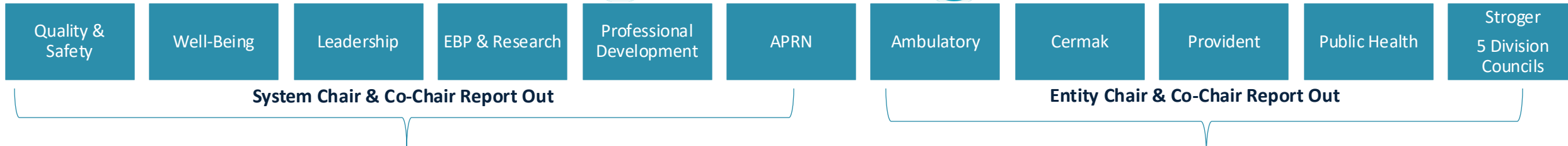
Over 250 Frontline staff are participating in the PPG to drive Nursing excellence across CCH



## Council Focus

Shared Decision-making re:

- Practice,
- Practice Environment,
- Quality/Safety Improvement
- Professional Development
- Clear Responsibilities, Accountability and level of Authority
- Align with Strategic Priorities



## CCH Professional Practice Governance Coordinating Council

Report out

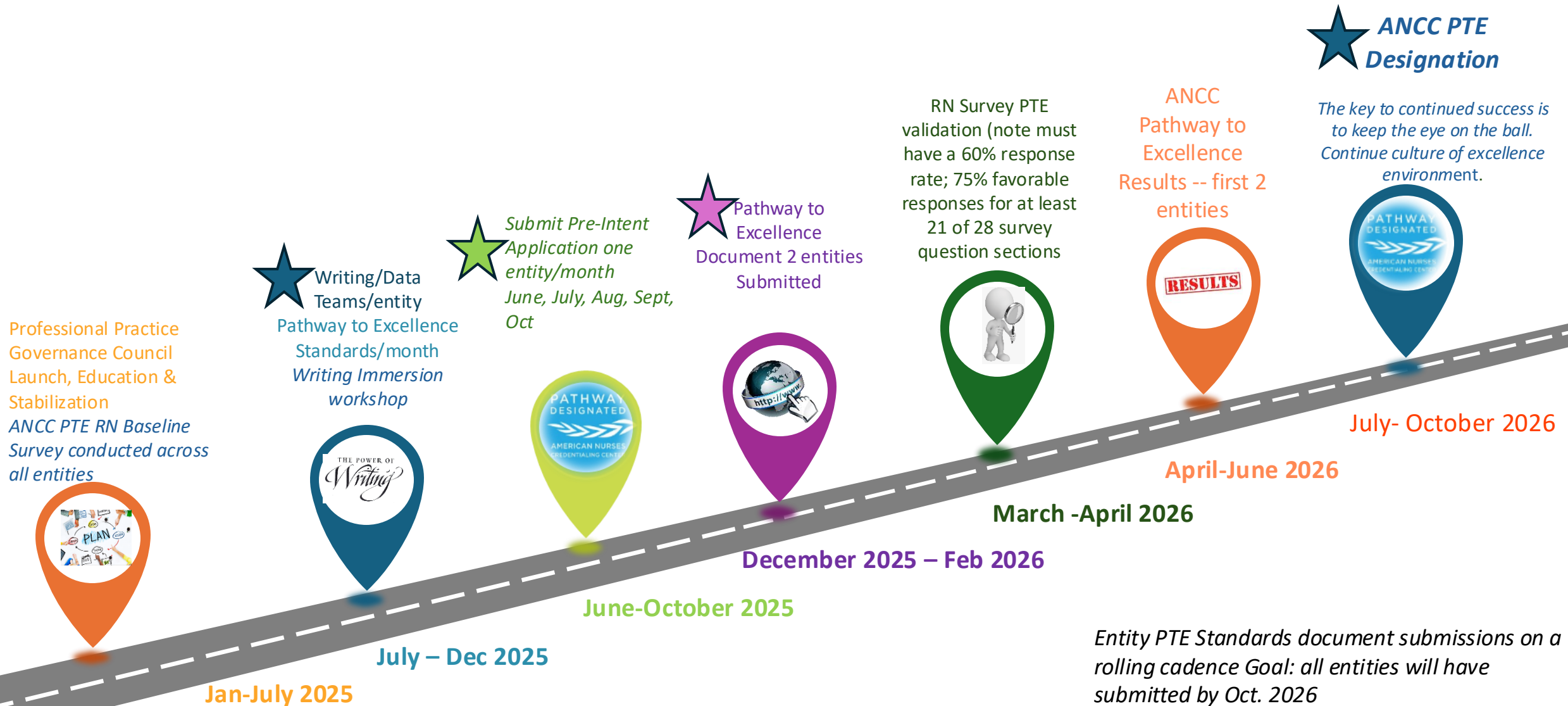
CCH Operational Executive Council.

Coordinating Council Members:  
(20) Chair/Co-Chairs\_Entity/Division Councils  
(12) Chair/Co-Chairs\_System Councils  
Dr. Peters, Co-Chair  
Staff Co-Chair pending  
Monthly 2-hr (3<sup>rd</sup> Wed/mo)



# Nursing Excellence Roadmap | Milestones 2025-2026

## Pathway to Excellence & Professional Practice Governance



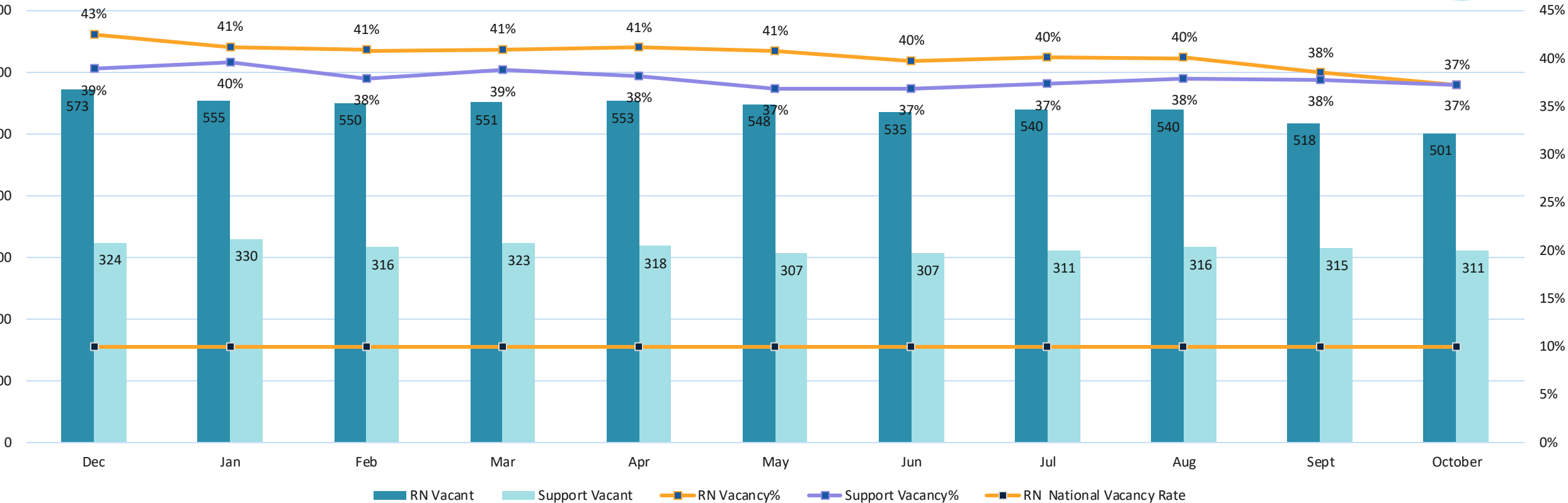
# Current State Assessment



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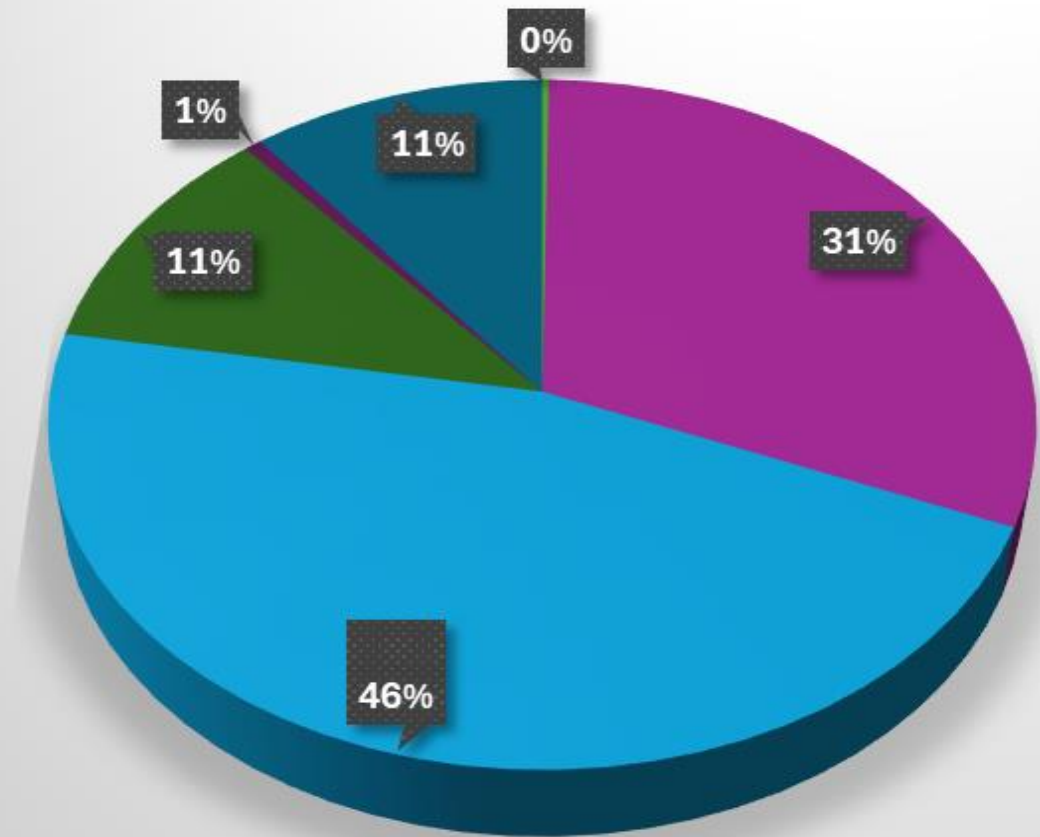
# FY 24 Nursing Direct-Patient Care Vacancy

Stroger, Provident, Correctional Health and Ambulatory





# Nursing Demographic Information



## Direct Care RN Ethnicity

- ETHNIC\_ORIGIN
- UNION
- American Indian or Alaskan Native NNOC
  - Asian NNOC
  - Black or African American NNOC
  - Hispanic or Latino NNOC
  - Two or More Races NNOC
  - White NNOC

## Strengths

- Workforce: Educated, Diverse, Dedicated, Tenured, Medical Expertise, and a Strong Nursing Voice
- Nursing organizational structure, ability to advocate for the structure that is needed
- Organizational nursing support i.e. education, residency program, job fairs
- Reporting and monitoring infrastructure for safety events and nurse-sensitive indicators
- Ability to utilize agency staff to ensure safe care
- Increased knowledge of Nursing operations and finance

## Opportunities

- Recruitment, including collaboration with nursing schools
- Adopting new nursing models of care
- Enhance workplace civility to foster stronger teamwork
- Improve customer service to enhance the overall patient experience
- Have staff function at the top of the license
- Optimize orientation & onboarding process for new hires
- Improve the discharge process
- Become a nursing center of excellence
- Strengthen nurse well-being programs
- Further develop the Professional Shared Governance program
- Leveraging AI to improve nursing education & practices
- Develop nursing research opportunities
- Improve multidisciplinary collaboration with nursing to enhance patient outcomes.
- Hardware HRO principles

## Weaknesses

- Insufficient staffing and over-reliance on the agency
- Siloed work, lack of accountability, lack of workflow reporting standardization
- Professional development support, competitive salary & benefits at all levels
- Leadership turnover, lack of succession planning, and leadership development
- Lack of time to work on special projects or attend training
- Slow hiring process
- Integration of APNs into key areas of patient care

## Threats

- Global workforce shortage
- Increasing litigation involving nursing

**125 Nursing Staff Attended  
Strategy Retreat, contributed to  
SWOT  
Shared Governance members  
Nurse Leaders**

# Nursing Market Scan



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# Nursing Market Scan

- Health Care Worker Shortage
- The aging workforce, new generations, workplace violence, and burnout
- Flexible workforce
- Engagement and professional trajectory
- Shortage in acute care – MS
- Growing integration of Technology and AI in Healthcare
- Workflow changes
- Healthcare Delivery model changes
- Raising Labor cost
- Shortage of nurse assistants
- Gaps may differ widely by state on registered nurse availability. Compensation variation
- Virtual care, Hospital at home
- Growing Demand – Increased volume and Acuity



# Nursing Strategic Plan

## Objectives and Key Results



# CCH Strategic Pillar: Quality, Safety, and Experience

Ensure Patient safety, foster a Culture of Nursing Excellence, and deliver Quality Care

**Objective:** Achieve ANCC Pathway to Excellence Designation by fostering a culture of excellence rooted in enhanced nursing leadership, collaboration, empowerment, shared decision-making, and delivering exceptional patient care.

## Key Results

- Optimize Professional Governance Structure
- Establish CCH Nursing Professional Practice Model
- Integrate Pathway Standards into Practice
- Achieve Pathway to Excellence Designation
- Achieve ANCC Beacon designation for Critical Care Units

**Objective:** Drive exceptional quality outcomes through high reliability practices, effective quality improvement, and utilization of information analytics and benchmarking.

## Key Results

- Strengthen Quality Benchmarking Using Nurse-Sensitive Indicators with demographic data
- Expand High Reliability and Accountability in Daily Practice
- Leverage Data Analytics for Continuous Improvement

**Objective:** Enhance clinical outcomes by effectively integrating clinical, technology and evolving innovations

## Key Results:

- Expand Technological Access at the Point of Care
- Enhance Clinical Workflow with Smart Technology Solutions
- Optimize and Standardize Patient Handoff and Transitions of Care

**Objective:** Strengthen RN engagement in patient experience by enhancing communication, improving patient education, and implementing targeted initiatives that drive service excellence.

## Key Results:

- Enhance Communication and Real-Time Engagement
- Advance Patient and Family Education
- Empower Nurses Through Training and Service Excellence Program
- Promote an Intentional, Interdisciplinary engagement program
- Build a Culture of Empathy and Inclusion

# CCH Strategic Pillar: Equity

## Advancing Health Equity, Community Health & Integration

**Objective:** Commitment to health equity through advocacy, research, and professional development.

**Key Results:**

- Expand Equitable Training and Workforce Opportunities
- Strengthen Community Partnerships and Advocacy
- Promote Cultural Competence and Anti-Bias Education
- Foster a Culture of Volunteerism and Community Engagement

**Objective:** Enhance technology and innovative approaches to support expanding access and improving community health outcomes.

**Key Results:**

- Improve Patient Communication and Accessibility
- Leverage Data and AI for Community Health Impact
- Expand the Maternal Child Health Improvement Program ( Public Health Nursing)

**Objective:** Strengthen Care Coordination and case management programs to ensure timely access, coordinated follow-up, and comprehensive patient support for vulnerable populations

**Key Results:**

- Expand Access and Optimize Care Delivery Models( APRN)
- Improve Care Transitions and Chronic Disease Management
- Enhance Case Management and Public Health Nursing Oversight
- Strengthen Comprehensive Patient Support Systems

# CCH Strategic Pillar: Workforce

## Building a Resilient Nursing Workforce through empowerment, innovation, & collaboration

**Objective:** Cultivate a highly skilled, engaged, and diverse nursing workforce

**Key Results:**

- Strengthen Nursing Pipeline Programs and Recruitment
- Decrease vacancy and increase hiring velocity
- Advance APRN and Specialty Workforce Development
- Enable Flexible, Technology-Supported Care Delivery Models

**Objective:** Create wellness programs, workplace culture, and enhanced team development

**Key Results:**

- Promote Emotional Wellness and Stress Management
- Invest in Employee Wellness Resources
- Foster a Safe and Supportive Work Environment
- Expand Team Development and Mentorship
- Enhance Staff Engagement and Recognition
- Optimize Staffing and Hiring Processes

**Objective:** Enhance Staff Recognition, Retention, & Engagement for a Positive Work Environment

**Key Results:**

- Elevate Recognition and Career Advancement
- Promote Professional Engagement and Excellence
- Enhance Work Environment
- Invest in Nursing Endowment Program

**Objective:** Create Programs for Virtual care, care delivery model redesign using technology and human-centric principles, and build a Nursing training program in partnership with academic institutions

**Key Results:**

- Invest in the CCH specific Nursing training program
- Streamline Nursing Documentation program
- Expand the externship program
- Optimize the flexible scheduling program
- Develop Nursing support staff training program



# CCH Strategic Pillar: Transformation and Growth

## Standardize Best Practices and Leverage Data to Optimize Care

**Objective:** Expand Nursing Research & Innovation to Drive Evidence-Based Practice

**Key Results:**

- Build Infrastructure for Evidence-Based Practice
- Advance Nursing Research and Data-Driven Initiatives
- Support Lifelong Learning and Professional Growth
- Establish and Grow Specialty Nursing Fellowship Programs
- Recognize and Incentivize Innovation and Excellence

**Objective:** Optimize the Care Delivery processes and workflows to ensure efficient and high-quality care

**Key Results:**

- Improve Clinical Efficiency and Patient Throughput
- Enhance Clinical Skill Development
- Foster Frontline Innovation and Collaboration

**Objective:** Optimize Resource Utilization & Cost-Effective Care Delivery, Technology Integration, and Deploy Effective Data Utilization

**Key Results:**

- Leverage Technology to Streamline Operational Efficiency
- Bridge the Technology Gap Among the Aging Workforce
- Expand Access to Clinical Data for Decision-Making

**Objective:** Integrate Technology and AI to optimize Care delivery

**Key Results:**

- Implement Virtual Nursing Programs
- Deploy Virtual Sitter Programs

**Objective:** Expand the Nursing Innovation initiative in nursing practice

**Key Results:**

- Foster a Culture of Innovation in Nursing Practice
- Advance Clinical Practice Through Innovative Education
- Implement Innovative Clinical Placement Programs

# CCH Strategic Pillar: Fiscal Resilience

## Deliver High-Quality, Safe, and Efficient Nursing Care

**Objective:** Optimize Operational Efficiency and Growth

**Key Results:**

- Implement Innovative Care Delivery Models
- Optimize APU and Perioperative Services

**Objective:** Optimize Nursing Workforce Performance & Competency Development

**Key Results:**

- Utilize Data & Analytics for Performance Improvement
- Strengthen Simulation-Based Learning and Competency Development

**Objective:** Reduce Variability & Improve Operational Efficiency

**Key Results:**

- Strengthen Nursing Safety and Quality Infrastructure
- Hardwire High-Reliability Organization (HRO) Practices
- Establish a Continuous Feedback Loop

**Objective:** Enhance Workforce Productivity & Financial Stewardship

**Key Results:**

- Expand Access and Efficiency Through Telehealth and Support Teams
- Strengthen Clinical skills to address the Care Gaps
- Build Professional Development and Career Advancement Pathways
- Promote a Culture of Safety and ownership

**Objective:** Drive Strategic Integration of Digital Solutions for Fiscal Efficiency

**Key Results:**

- Expand Digital and Remote Care Capabilities
- Improve Clinical Care and Resource Utilization
- Establish Metrics-Driven Performance using benchmark
- Foster a Culture of Accountability and Regulatory Compliance

**Thank you!**



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# Appendix



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# CCH Nursing Guiding Principles

Within Cook County Health's Department of Nursing, our guiding principles reflect our foundational and essential values as professional registered nurses and nursing support colleagues. These principles establish a framework for our behavior and decision-making. They incorporate and embrace the vision, mission, and core values of the organization and our department, as well as the integral and irreplaceable value of each member of the Department of Nursing within this health system.

***As members of the Department of Nursing at Cook County Health, each of us individually and collectively affirm and uphold the following principles:***

- We understand and embrace that our patients and families, as well as their perceptions, are at the center of the patient experience.
- We commit to providing culturally competent care to every patient in an environment that is respectful and committed to zero harm.
- We hold in the highest regard a culture of clinical excellence, quality, safety, and compliance and will leverage our shared governance structure to empower staff nurses to play an integral role in quality improvement efforts.
- With the utmost respect and collegiality, we hold ourselves and our colleagues accountable for the mission, vision, and values of the organization, optimal patient care, compliance and quality, and an environment of care and safety.
- We support shared governance to promote the professional practice of nursing and patient care, collegial decision making, and accountability.
- We embrace a just culture and teamwork, and understand our interrelatedness and work together to create consistency based on the framework of population health and levels-of-care
- We utilize evidence to implement best practice changes, and we develop and lead research efforts to create new evidence within the professional practice of nursing and patient care.
- We collaborate with our Healthcare partners using a systems approach to achieve desired outcomes based on strategic initiatives.
- We commit to life-long learning, mentorship of colleagues, old and new, while continually assessing and improving our processes and performance.
- On an ongoing basis, we decrease waste and improve efficiency



# AACN Beacon Award for Critical Care Units

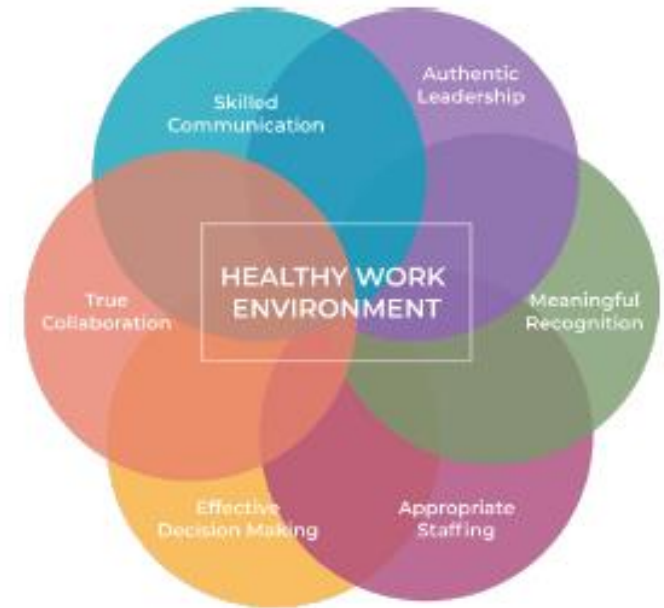
- Patients and families: The Beacon Award signifies exceptional care in a unit that puts them first
- Nurses: The award means a positive and supportive work environment with greater collaboration, higher morale, and lower turnover.

Three levels of designation

- ☐ Bronze
- ☐ Silver
- ☐ Gold

2024 Highest HWEAT Scores:

- Burn ICU: 4.66
- Neuroscience ICU: 4.30



Application Window: February-August 2025  
Status: Application Purchased



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# Pathway to Excellence

System Councils	Goals
Quality & Safety	Identify, review, and analyze data to measure and monitor Nurse Sensitive patient outcomes. Optimize nursing quality dashboard at the departmental/unit level
Leadership	Implement 2025-2027 Nursing Strategic Plan Establish an entity level leadership structure, Care delivery model, & clinical ladder program
Well-being	Identify Current wellness resources Wellness Program for Nursing
EBP & Research	Implement EBP Process throughout the system-John Hopkins EBP Model Expand number of regional and national EBP and/or Research presentations
Professional Development	Develop & Implement Professional Practice Model for nursing Develop strategies to increase nursing certification rates and tracking education data
Clinical Informatics	Establish nursing informatics council to address prioritized nursing practice areas for improvement and ensure the voice of the direct care nursing staff is included in the design and improvement work.
APRN	Expand and optimize APRN scope of practice across practice settings