

# Pathway to Excellence News

Department of Patient Care  
Services

2/7/2018

Issue 1

## UH-Pathway to Excellence Gap Analysis Results

The Department of Patient Care Services, under the leadership of Dr. Carl Kirton, is committed to elevating and enhancing the nursing workforce at University Hospital by embarking on the Pathway to Excellence (PTE) journey. "The ANCC Pathway to Excellence Program seeks to positively

and Professional Development. These Pathway Standards are strongly and significantly associated with better patient care and better workforce outcomes (Jarrin, Kang, & Aiken, 2017).



In the fall of 2017, a series of

**88% of all gap analysis items were either fully or partially implemented**

affect nurse retention by establishing the foundation of a healthy workplace for nurses (ANCC, 2016)." Built on six (6) PTE Practice Standards, the program brings attention core elements and processes that must be implemented to address the needs of nurses at all levels of practice. The 6 PTE Practice Standards include: Shared Decision-Making, Leadership, Safety, Quality, Well-being,

10 gap analysis focus group sessions were held at UH to explore the organization's readiness to embark on the PTE journey. Over 60 registered nurses were included in the multiple sessions that included Nurse Leaders and Direct Care Nurses from both day and night shifts. A 49-question tool provided by the ANCC was used as the focus group guide, and each element was

## PTE Steering Committee

Goal to start meetings  
February 2018

### Seeking to expand membership to include:

- ❖ 5-6 Direct-Care Nurses (Ideally one representative from each clinical division)
- ❖ Human Resources representative
- ❖ Ambulatory Care representative
- ❖ Inter-professional team members- *Ad hoc*

### Existing membership includes:

- ❖ Chief Nursing Officer
- ❖ Deputy Chief Nursing Officer
- ❖ Director of Education & Professional Development/ Pathway Program
- ❖ Chief Advanced Practice Nurse
- ❖ Director of Nursing Quality
- ❖ ADON Family Health Services
- ❖ Critical Care & MS Education Specialists

graded as not implemented, partially implemented, or fully implemented. The analysis showed that 12% of elements were not implemented, 53% were partially implemented, and 35% were fully implemented.

Thus, 88% of all gap analysis items were either fully or partially implemented. This is promising news for the Department of Patient Care Services. With collaboration and shared governance, we can work to hard-wire those

partially implemented processes in order to bring us closer to our **goal of Pathway to Excellence designation in 2020!**

## Goals & Next Steps

1. Disseminate results of PTE Gap analysis to all levels of organization
2. Recruit members for the Pathway to Excellence Steering Committee
3. Develop strategies to hardwire processes for sustained improvement
4. Focus on areas of Partial- Implementation in the short term
5. Implement Shared Governance Structure by Spring 2018

*For more information about Pathway to Excellence, or how to join a council or committee, please contact:*

University Hospital  
Department of Patient Care Services

Nicole Sardinas DNP, RN-BC, CCRN-K, NEA-BC  
Director of Education & Professional Development/ Pathway Program  
Sardinn1@uhnj.org  
973-972-1503

### Executive Sponsors:

Carl Kirton DNP, MBA, RN  
Chief Nursing Officer

&

Carol Torchen DNP, RN  
Deputy Chief Nursing Officer