



COOK COUNTY HEALTH  
**NURSING**  
STRATEGIC PLAN  
**2026-2028**

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COOK COUNTY  
**HEALTH**

Accessible. Exceptional. For All.



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# LETTER FROM THE CHIEF EXECUTIVE OFFICER



**Eric Mikaitis, MD, MBA**  
Chief Executive Officer  
Cook County Health

## **A Vision for Nursing Excellence and the Launch of Our Nursing Strategic Plan**

I am thrilled to celebrate the launch of Cook County Health's first Nursing Strategic Plan. This significant milestone is a powerful reflection of our collective commitment to nursing excellence with a bold vision for our future. It serves as a testament to the expertise, dedication, and transformative impact the Cook County Health nursing team has on our patients, our communities, and the health care field at large.

The objectives outlined in this plan focus on patient safety, nursing workforce development, and innovation. These are not just goals for the nursing department; they are foundational pillars that align with our institutional mission. The intention is to build upon the incredible work already accomplished, including the establishment of our Professional Governance structure and our journey toward Pathways to Excellence. These achievements are clear markers of the proactive mindset and collective strength of our nursing teams.

As we look ahead, this strategic plan illustrates a clear roadmap to empower our nursing team to lead with purpose, care compassionately, innovate boldly, and continue to thrive. We will continue to support nurses in their growth, professional development, and wellness, ensuring that Cook County Health remains a place where nursing professionals can flourish.

To our nursing team: thank you for your extraordinary service, your unyielding dedication, and for all that you do to make a difference in the lives of our patients, members, and communities every day.

Sincerely,

A handwritten signature in black ink, appearing to read "Erik Mikaitis". The signature is fluid and stylized, with a large, sweeping flourish at the end.

**Dr. Erik Mikaitis**  
Chief Executive Officer  
Cook County Health

# LETTER FROM THE CHIEF NURSE EXECUTIVE



**Beena Peters, DNP, RN, FACHE,  
FABC, FAAN**

Chief Nursing Executive  
Cook County Health

It is with great pride and purpose that I introduce Cook County Health's first formal Nursing Strategic Plan—a significant milestone that reflects our collective commitment to nursing excellence and our vision for the future. This plan will guide our direction over the next 3 years as we strive to deliver safe, high-quality, and cost-effective care to every patient, family, and community we serve.

Grounded in our mission and values, the Nursing Strategic Plan outlines four bold strategic objectives:

- *Patient Safety, Nursing Excellence, and Quality Care*
- *Nursing Workforce Development*
- *Transform Nursing Care through EBP, Research, Technology & Innovation*
- *Deliver High-Quality, Safe, and Efficient Nursing Care*

To achieve these goals, we are prioritizing the recruitment and retention of a diverse and skilled workforce, fostering a culture of wellness and resilience, ensuring optimal staffing, and supporting career development across all nursing roles. We are committed to building strong nursing pipeline programs and advancing interprofessional collaboration to strengthen our care delivery model.

Nursing excellence will be driven by evidence-based practice, continuous learning, and a culture of performance improvement. We will harness research, innovation, and evidence-based strategies to set measurable goals and achieve meaningful outcomes. By embracing technology, we will support top-of-license practice and enhance efficiency and quality of care.

This strategic plan is more than a framework—it is a call to action. It empowers each of us to lead with purpose, innovate boldly, and transform nursing care for a healthier tomorrow.

Thank you for your unwavering dedication to our mission and your steadfast commitment to our patients, our communities, and the nursing profession.

With gratitude,

A handwritten signature in black ink, appearing to read 'Beena' followed by a stylized flourish.

Beena S. Peters, DNP, RN, FACHE, FABC, FAAN  
Chief Nursing Executive  
Cook County Health

# COOK COUNTY HEALTH MISSION, VISION & VALUES

## Mission

To provide universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

## Vision

To ensure health as a human right.

## Values

**Equity** - The assurance of the conditions for optimal health for all people. Achieving health equity requires valuing all individuals and populations equally, recognizing and rectifying historical injustices, and providing resources according to need.\*

**Compassion** - Exhibiting sympathy for people who are suffering and a desire to help them.

**Respect** - Appreciating and respecting each person's dignity, preferences, and particular requirements irrespective of race, ethnicity, national origin, gender, religion, sexual orientation or age.

**Accountability** - Being held responsible for actions and complying with policies and procedures.

**Education** - Advancing knowledge and fostering growth through graduate medical education, continuing education opportunities, and professional development.

**Innovation** - new ideas, methods, technologies, products, or services with the aim of improving healthcare delivery, patient outcomes, and overall efficiency within the healthcare industry.

\*Jones C. P. (2014). Systems of power, axes of inequity: parallels, intersections, braiding the strands. *Medical care*, 52(10 Suppl 3), S71-S75. <https://doi.org/10.1097/MLR.0000000000000216>

# COOK COUNTY HEALTH 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.





# 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.







# NURSING PROFESSIONAL PRACTICE MODEL



## PROFESSIONAL GOVERNANCE

ACCESSIBLE • KINDNESS • RESOURCEFUL

**A Professional Practice Model (PPM)** is a framework that guides nursing practice, behavior, and development. It reflects nursing values, aligns with organizational goals, and supports evidence-based, patient-centered care. A strong PPM empowers nurses to advocate, lead, and continuously improve quality and outcomes.

### **Core Philosophy: Culture of Care**

At the heart of the model is “CCH Nursing,” surrounded by “Culture of Care,” representing our commitment to compassionate, patient-centered care for our diverse community.

### **Theoretical Foundation: Leininger’s Theory of Culture Care**

Madeleine Leininger’s theory emphasizes that health and well-being are shaped by factors like technology, religion, cultural values, politics, economics, and education. Nurses must assess how these elements influence patient care to deliver culturally competent, holistic care to individuals, families, and communities.

### **Guiding Values (Outer Blue Circle)**

Four core values shape our professional conduct and culture:

- **Accountability**
- **Compassion**
- **Inclusivity**
- **Resilience**

### **Supportive Hands**

Two open hands represent the support, empowerment, and advocacy nurses extend to patients, peers, and the broader healthcare team.

### **Seal of Cook County**

Located beneath the hands, the Seal links nursing to the mission and public service values of Cook County Health.

### **Professional Governance Pillar**

This foundation symbolizes shared decision-making and leadership in nursing, supported by the principles of:

- **Accessible**
- **Kindness**
- **Resourceful**

### **Summary**

The CCH Nursing Professional Practice Model reflects our dedication to cultural competence, excellence, and shared leadership. It advances nursing’s role within Cook County Health, creating a unified, purpose-driven approach to compassionate, equitable care.

# NURSING ACCOMPLISHMENTS

The accomplishments listed below represent seven years of collective nursing achievement at Cook County Health (CCH). They reflect the successful execution of nursing priorities aligned with two consecutive organizational strategic plans, demonstrating our sustained commitment to clinical excellence, equity, innovation, and patient-centered care. Note, these accomplishments listed below are organized under the CCH system-wide strategic pillars for the FY2023-25 Strategic Plan.

## Patient Safety, Clinical Excellence & Quality

- Implemented the Institute for Healthcare Improvement process improvement training program for all nurse leaders
- Launched Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goal training
- Created Clinical Nurse Leader roles to drive quality improvement initiatives
- Significant Improvement in Nurse Sensitive Quality Indicators across the system
  - Hospital Acquired Pressure Injury (HAPI) has continued to achieve top decile benchmark performance nationally (overall reduction of 95% since 2019)
  - Falls and “Falls with Injury” reduction is over 37% and 39% respectively
  - Central Line-Associated Bloodstream Infections (CLABSI) achieved a 44% reduction
  - Catheter-Associated Urinary Tract Infections (CAUTI) achieved a 58% reduction
  - Restraint Utilization exceeded the benchmark 6/8 quarters
- Implemented Barcode Medication Administration to achieve and sustain compliance above 95%
- 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 protocol applications
- Cermak and Juvenile Temporary Detention Center (JTDC) have made notable strides in quality improvement efforts
  - The Health Services Request Forms (HSRF) at JTDC achieved above 97.4%
  - Correctional Health Care medication compliance protocols reached a strong average adherence rate of 96%.
  - Correctional Health achieved a 100% compliance rate in contraband control.
- Launched Pathway to Excellence program at all entities
- Established Professional Shared Governance Structure with over 250 nurses’ participation
- Established Professional Practice Model for Cook County Health Nursing

# 2024-2025 NURSING ACCOMPLISHMENTS

## Health Equity, Community Health & Integration

- Annual Seasonal Vaccine Clinics supported 1,700 vaccinations by the Cook County Department of Public Health (CCDPH)
- Restarted the Hearing & Vision program after 2 ½ years; achieved over 4,000 screenings
- Launched new Public Health Maternal Child Health website to provide information and resources in response to escalating Maternal deaths
- CCDPH launched a new Maternal and Child Health website-EveryMotherEveryChild.org
- Public Health met the individual grant program goal metrics at 85% and above for our TB, Lead, Breast Cancer Screening, Genetics, and Perinatal Hepatitis B programs
- In collaboration with operations, Nursing developed the role of the RN and MA in the migrant health clinic, providing education, training, rounding, and support until the clinic ended service, with over 100,000 visits
- Rolled out Value Based Care (VBC) with same-day gap closure at primary care sites to improve Healthcare Effectiveness Data and Information Set (HEDIS) quality metrics
- Use of Community Health Workers in the Nursing Programs to assist with the management of resources and follow-ups
- Implemented the use of video visits by nurses to augment client assessment capabilities

## Fiscal Resilience

- Nursing Business Operations & Finance Department structure developed for budget/capital coordination, operational processes, various productivity and contracted labor reports, contract processing/management, and invoice verification/processing
- Nursing Finance 101- Education to provide Nursing leaders with an overview of terms and formulas to project staffing for budgets, tools that should be leveraged to make hiring decisions, and how to interpret productivity graphs with an 89% average test score
- Nursing Finance 102- Education to provide Nursing leaders with knowledge and tools to understand their department's performance compared to their peers, with a 94% average post-test score
- Nursing Business Ops. 102- Education focusing on Nursing Agency Management reports to ensure the agency is used within the budget and volume, with an 88% average test score.
- Contracted labor invoice verification process that saved \$3M in FY 22
- Nursing Operations Dashboard for Stroger, Provident, and Correctional Health areas, focusing on operational, financial, and recruitment/retention data
- Contracted labor penalty tracking with savings of up to \$1.2M from April 2023 to April 2024
- Established staffing projection program to meet Collective Bargaining Agreement and the State of Illinois staffing law

# 2024-2025 NURSING ACCOMPLISHMENTS

## Workforce: Talent & Teams

- Implemented system-wide float pool program
- Launched staff retention program with an RN turnover below 10%
- Establish RN turnover dashboards for system and unit level
- Established a Nurse Residency Transition to Practice program for new graduate nurses as a retention strategy
- Established Student Nurse Extern Program for workforce strategy
- Established Charge Nurse Program
- Launched Nurse Preceptor Program
- Established Annual Nursing School Summit to collaborate with midwestern academic institutes to increase student placement, yielding over 590%
- Daisy Awards for nurses have been relaunched
- Established Nursing Hiring Fairs in collaboration with HR
- Continue to host international students through the UIC Global Program partnership
- Launched Annual Certification Day celebration to recognize certified nurses across the system
- Established recognition program for clinical units with the highest certification rates
- Launched Annual Quality Awards for the units/Teams
- Improved RN Engagement Score to a historical score of 4.05/5.0 (above national average)
- Cermak & JTDC Launched Staff Recognition App
- Expanded Annual Nursing Excellence Award programs to include nurses, APRNs, nurse leaders, and support staff
- Integrated Cultural Parade during Nurses Week to celebrate the inclusivity & diversity of the workforce
- Redesign of Nursing Orientation and onboarding to increase RN retention rate
- Launched Nursing Leadership Academy for all nurse leaders
- Sexual Assault Nurse Examiner (SANE) Training program received over 2 million in grant from HRSA and established the program

## Patient Experience

- The Nurse Communication domain of Stroger Hospital, Provident Hospital, and Ambulatory Services improved significantly and exceeded the set goals
- Developed and implemented Patient Experience 2.0 Compassionate Connected Care training and coaching clinic for all nursing staff
- Implemented post-discharge follow-ups for acute care
- Rolled out data huddle boards (score trackers) for inpatient units
- Implemented structured Nurse Leader Rounding to improve safety, quality, and patient experience
- Established the publication of the Stroger Patient Experience Reflection eNewsletter



# 2024-2025 NURSING ACCOMPLISHMENTS

## Optimization, Systemization, & Performance Improvement

- Established Nursing Quality and Experience Dashboard at the unit and system level
- CCH is designated as the Accredited Provider by ANCC for Continuing Education
- Established standardized Annual Skills Fair and Competency evaluation for all nurses system-wide
- Initiated the Institute of Healthcare Improvement Joy in Work Wellness program
- Stroger Hospital achieved a Leapfrog Score-Grade B
- Provident Hospital achieved Leapfrog Top Hospital Recognition
- The National Association of Counties (NACo) awarded three outstanding programs- Nursing Business Operation & Finance, Nursing Excellence Program, Nursing Innovation & Research Center
- 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 protocol applications
- Cermak Health Services achieved accreditation by the National Commission on Correctional Health Care
- Implemented a Telesitter Pilot program with a goal of expansion to acute care
- Created a multi-year technology roadmap and began contracting and phasing.
- CCH Nurse leaders recognized for the outstanding leadership by national and state Programs/organizations- Such as UIC Power of Nurse Leadership, Becker's Hospital Review, Emergency Nurses Association, American Organization of Nurse Leaders, American Academy of Nursing, American Association of Nurse Practitioners, and Illinois Organization of Nurse Leaders



# 2024-2025 NURSING ACCOMPLISHMENTS

## Growth, Innovation & Transformation

- Nursing Innovation & Research Center (NIRC) was established in 2024
- Inaugural Midwest Correctional Health Conference in 2025 with 100 attendees
- Inaugural Annual Nursing Evidence-Based Practice & Research Symposium in 2025 with 25 nurses presenting their outstanding work and 100 plus attendees
- Annual Nursing Poster Day with over 40 posters
- Established Journal Club with 300 plus nurses attended
- Established Nursing Grand Rounds with 400 plus nurses attended
- Established the Johns Hopkins Model for evidence-based practice
- Trained 22 nurses as EBP experts and 15 nurses as research scholars
- Established the Nursing Research process at CCH and completed the first nurse-led research
- Launched Ovid Synthesis for EBP projects
- Established process to track nursing level of education with over 73% of nurses with BSN
- Global finalist for 2024 Nurse Hack4Health Nurse Innovation
- Two nurse leaders completed the Johnson & Johnson Nurse Innovation Fellowship
- Six Nurse leaders completed the Illinois Organization of Nurse Leaders Fellowship
- Advanced Practice Registered Nurse (APRN) Fellow program accredited by the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP) and the Advanced Practice Provider Fellowship Accreditation (APPFA)
- Received APRN Fellowship program grant from HRSA over 3 million dollars
- Initiated Nursing Research Fellowship in 2025 with academic partnership of Memorial-Sloan Kettering's Cancer Institute Nursing Research Department, New York
- Published Triennial report and Annual Nursing Report
- Published four volumes of the Power of Nursing Newsletter
- 36 Nurses & nurse leaders represented many regional and national conferences with oral & poster presentations
- Launch of Robotic Surgery program at Stroger Hospital
- Initiated perioperative Optimization project for Stroger & Provident Hospitals
- Established annual Preceptor Appreciation program
- Initiation of the Pathway to Excellence
- Implemented Central Nurse Triage program for ambulatory using standardized triage protocols
- Implemented the Chronic Care Management process for revenue generation and updated the documentation tool
- Opened new 6-bed ICU at Provident Hospital
- Reopened to ambulance runs at Provident Hospital

## CCH STRATEGIC PILLARS 2026-2028



**Quality, Safety and Experience** Ensure patients, members and the community have access to the highest-quality service and dignified care at the right place at the right time in a manner that is consistent and tailored to support the patients' needs.



**Workforce** Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork to ensure we are able to meet the comprehensive healthcare needs of our patients.



**Transformation and Growth** Transform the delivery of care to ensure care is accessible, standardized, reliable and effective by optimizing systems to advance growth for our patients and communities.



**Fiscal Resilience** Optimize revenue capture to continue expansion of services and advance the mission of access to care for all patients and communities of Cook County.

### Equity

Equity is foundational to every pillar and the lens through which every objective is pursued and decision made.



COOK COUNTY HEALTH  
**NURSING**  
STRATEGIC PLAN  
**2026-2028**





# NURSING STRATEGIC PLAN 2026-2028

## CCH Strategic Pillar: Quality, Safety, and Experience

### Nursing Strategic Focus #1

#### Patient Safety, Nursing Excellence, and Quality Care

Nurses are at the forefront of ensuring patient safety, driving clinical excellence, and delivering quality care by adhering to evidence-based practices, fostering a culture of accountability, and continually improving outcomes through compassionate, patient-centered care. By actively engaging in meaningful communication, education, and empathy-driven interactions, nurses play a vital role in elevating patient safety, experience, and ensuring holistic, high-quality care.

## CCH Strategic Pillar: Workforce

### Nursing Strategic Focus #2

#### Nursing Workforce Development

Focused on building a resilient nursing workforce by recruiting the best talent and creating an innovative nursing care delivery model through technology integration to meet the evolving care needs of our diverse patient population. Build the future nursing workforce through educational pipeline programs.

## CCH Strategic Pillar: Transformation and Growth

### Nursing Strategic Focus #3

#### Transform Nursing Care through Evidence-Based Practice (EBP), Research, Technology & Innovation

Nurses are key drivers of growth, innovation, and transformation by advancing evidence-based practices, quality improvement initiatives, embracing technology advancements and proven digital solutions, applying human-centric design principles, and leading EBP and research initiatives that enhance the care continuum and adapt to the evolving needs of patients, families, and communities.

## CCH Strategic Pillar: Fiscal Resilience

### Nursing Strategic Focus #4

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

Nurses contribute to the fiscal resilience of the health system by optimizing resource utilization, reducing waste, role optimization, top of the license practice, preventing costly errors, and implementing evidence-based practices that improve patient outcomes and operational efficiency.

### Equity

Nurses play a pivotal role in advancing health, expanding access, and integration by

# NURSING STRATEGIC FOCUS #1

## Patient Safety, Nursing Excellence, and Quality Care

Objective: Achieve American Nurses Credentialing Center (ANCC) Pathway to Excellence Designation by fostering a culture of nursing excellence that integrates shared governance, high-reliability practices, data-driven quality improvement, innovative technologies, and RN-driven initiatives to enhance clinical outcomes, patient experience, and service excellence.

### Expected Key Results

- Pathway to Excellence submission & designation across the CCH nursing practice care settings and entities
- Enhance and expand the best practice benchmarking through Nurse Sensitive Quality Indicators and strive to reach top decile performance within each nurse sensitive indicator
- Optimize innovative care delivery models to improve patient safety, care efficiency, and quality
- Increase patient experience in the nursing communication domain
- Achieve Beacon Award, Association of PeriOperative Registered Nurses (AORN) Go Clear Award, Baby-Friendly hospital designation

### Highlighted Tactics:

- Optimize Professional Practice Governance Council Structure and Process
- Integrate and embed the CCH Professional Practice Model into nursing practice
- Expand high-reliability practices to achieve zero-harm goals and build a culture of safety
- Leverage emerging technology such as Virtual Sitter, Virtual Nursing, integrated digital patient monitoring, and education technology
- Implement digital quality and safety metrics and data analytics to enhance nursing outcomes and identification of gaps and opportunities
- Expand the use of innovative technologies to support the learning needs of patients to improve their experience.
- Execute a novel real-time dashboard within the EHR to allow nurse managers to address quality and patient care needs in real time
- Strengthen interdisciplinary rounds and iRound predictive analytics for outcomes
- Automate discharge calling process to improve patient experience
- Expand Ovid Synthesis for all Evidence-Based Practice (EBP) projects in nursing

### Key Metrics 2026-2028

- ANCC Pathway to Excellence Designation
- National Database of Nursing Quality Indicators (NDNQI) Dashboard for all Nurse Sensitivity Indicators
- All Nursing quality indicators exceed the national mean
- Beacon Award for Critical Care units
- AORN Go Clear Surgical Safety Award for Stroger OR
- Baby-Friendly hospital designation
- eSitter Program, Virtual Nursing
- Nurse Communication domain exceeds 80th percentile

## NURSING STRATEGIC FOCUS #2

### Nursing Workforce Development

Objective: Cultivate a highly skilled and diverse nursing workforce by promoting wellness, fostering a positive workplace culture and staff engagement, advancing innovative workforce technologies, and developing academic partnerships for nursing education and training.

#### Expected Key results:

- Build the nursing workforce pipeline program with academic institutions to decrease vacancy rate and agency dependency
- Accreditation of Transition to Practice program supporting new nurses
- Establish a nursing support staff training program
- Maximize APRN role utilization to the full extent of their Scope of Practice
- Implement flexible scheduling solutions using predictive models
- Optimize the recruitment and retention program to meet the national benchmark
- Implement a nursing wellness program
- Expand Nursing Recognition program and career advancement
- Establish Employee engagement program based on engagement survey results
- Invest in the CCH-specific nursing training program
- Expand the nurse externship program
- Maintain ANCC Continuing Education (CE) accreditation and APRN Fellow Program accreditation
- Improve staff recognition through Peer Recognition initiatives and Daisy leadership award

#### Highlighted Tactics:

- Establish safe spaces for nurses to destress & relax
- Implement Code Lavender to support emotional well-being during high-stress situations
- Employee wellness initiatives and workplace violence program
- Work collaboratively with labor unions on hiring initiatives
- Improve staff work environment, including hydration stations, calm and healing spaces
- Establish a nursing exit interview process
- Reduce agency staff utilization through hiring CCH staff
- Implement Lippincott for nursing certification & competency training

#### Key Metrics 2026-2028

- Reduce RN vacancy rate to 10%
- Maintain nursing turnover rate below 10%
- Outperform the Vizient benchmark set by CCH
- Reduce agency utilization to 50%
- Nursing Recognition App
- Daisy Leader Award
- Increase RN Engagement score in the next survey
- Increase certification rate by 10%
- Certified Nursing Assistant Program
- Nursing School
- Accreditation of Nurse Residency Program by the ANCC Practice Transition Accreditation
- Program (PTAP)
- AI predictive tool for staffing & scheduling

## NURSING STRATEGIC FOCUS #3

### Transform Nursing Care through Evidence-Based Practice (EBP), Research, Technology & Innovation

Objective: Expand nursing EBP, research, and innovation to drive evidence-based practice by optimizing care delivery processes, enhancing resource utilization, integrating technology and AI, and leveraging data to ensure efficient, high-quality, and cost-effective care that supports the growth and advancement of the nursing profession.

#### Expected Key Results:

- Develop CCH microlearning videos for continuous learning
- Establish Nursing Research Fellowship Programs with an academic partnership
- Build a nursing innovation Lounge
- Expand access to clinical data for decision-making
- Bridge the technology gap among the aging workforces
- Leverage scheduling technology to improve staffing efficiency
- Expand cultural competency training for nurses to improve nurse-patient interactions.
- Utilize innovative methods and tools to advance nursing knowledge, skill, and competency to advance clinical practice
- Expand medication scanning across ambulatory nursing areas.
- Advance nurse-led chronic disease management program to improve access
- Expand nurse triage program and tele-nursing programs for community access

#### Highlighted Tactics:

- Implement Skills Labs with role-playing, reading exercises, and AI integration
- Hands-on skills fair to include mock codes and how to respond. Possibly, a skills lab to include a simulation mannequin.
- Provide access to innovation mentors, project coaches, and design thinking workshops
- Expand Ovid Synthesis for all EBP projects in nursing
- AI Predictive staffing tools for inpatient staffing
- Implement Tele-nursing for ambulatory sites
- Add cultural competency training
- Research Fellowship partnership with an academic organization

#### Key Metrics 2026-2028:

- Virtual nursing/E-Sitter Program
- Execution of Innovation Lounge
- Nursing Research Fellowship
- Staffing productivity meets the benchmark
- Increase utilization of Sim Lab by 20%
- Increase RN led Chronic care management visits by 20%
- More than 90% compliance in Barcode Medication scanning in all ambulatory nursing areas
- Increase Nurse-triage encounters by 20%
- Culture competency training completed by nursing staff



## NURSING STRATEGIC FOCUS #4

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

Objective: Optimize operational efficiency and nursing workforce performance by enhancing competency development, reducing care variability, improving productivity, and driving the strategic integration of digital solutions to support financial stewardship to expand our mission.

#### Expected Key Results:

- Use Vizient benchmarking for staffing effectiveness
- Optimize staffing & scheduling system utilization to manage real-time productivity
- Improve Clinical Care and Resource Utilization
- Establish Metrics-Driven Performance using benchmark
- Optimize workflow to remove non-value-added tasks

#### Highlighted Tactics:

- Implement the Vizient benchmarking program for workforce productivity
- Training and competency for nurse managers in financial management and productivity
- Optimize the use of staffing and scheduling system functionality

#### Key Metrics 2026-2028:

- Nursing productivity meets benchmark standards
- Fully utilize the staffing and scheduling system functionality
- Reduce agency utilization by 50%
- Vacancy rate below 10%

# THE NURSING STRATEGIC PLANNING PROCESS

On September 25, 2024, Cook County Health launched the first step of its Nursing Strategic Planning process with a highly successful Nursing Strategic Plan and Leadership Retreat held at the scenic Chicago Botanic Garden. The event brought together Chief Nursing Officers, Associate Chief Nurse Executives (ACNEs), nurse leaders, and frontline nurses from Professional Shared Governance committees representing Stroger Hospital, Provident Hospital, Correctional Health, Ambulatory Services, Public Health, and other system areas.

This retreat served as a pivotal moment for nursing leadership and frontline staff to engage in meaningful dialogue about the future of nursing at Cook County Health. Through a structured SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and facilitated group discussions, participants critically assessed the current state of nursing and collaboratively identified opportunities for growth and innovation.

The second step in the process was the identification and development of five key strategic focus areas that emerged from the retreat. These priorities were informed by direct input from frontline nurses and nursing leaders, reflecting the shared values and goals of the nursing workforce. Each focus area was further supported by the creation of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals to guide implementation and accountability.

In the third step, the draft strategic focus areas and corresponding goals were distributed to all Professional Practice Governance Council members across the system. This inclusive approach ensured that a diverse range of voices contributed to the shaping of the plan, allowing for feedback, refinement, and consensus building from nurses at all levels.

The final step was the formalization of the Nursing Strategic Plan in the Objectives and Key Results (OKR) framework, ensuring clarity, measurability, and alignment with organizational goals. The finalized 2026–2028 Nursing Strategic Plan reflects a unified vision for advancing nursing practice, enhancing professional development, and driving excellence in patient care.

This strategic planning journey at Cook County Health exemplifies a collaborative, forward-thinking approach to nursing leadership. By integrating the insights and expertise of both executive leaders and frontline nurses, the health system is well-positioned to foster innovation, elevate care delivery, and shape the future of nursing for years to come.



# CCH SWOT ANALYSIS

## S

### Strengths

- Workforce: Educated, Diverse, Dedicated, Tenured, Medical Expertise, and a Strong Nursing Voice
- Nursing organizational structure, the ability to advocate for the structure that is needed
- High Nursing retention rate and committed Nursing staff.
- Nursing EBP and Innovation, and Residency and retention programs
- Reporting and monitoring infrastructure for quality, safety, and significant improvement of nurse-sensitive indicators
- Ability to utilize agency staff to ensure care coverage
- Increased knowledge of operations and finance
- Nursing leadership development program

## W

### Weaknesses

- Insufficient staffing and over-reliance on the agency
- Lack of an operational system structure to manage the workforce and create accountability.
- Lack of predictive modeling and 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 system optimization projects or attend training
- Lack of project prioritization
- Integration of APNs into key areas of patient care

## O

### Opportunities

- Decrease the hiring interval and streamline recruitment, including building a Nursing pipeline program.
- Adopting new care models with staff practicing at the top of the license practice
- Develop a nursing well-being program and optimize workplace violence prevention programs.
- Enhance overall patient experience and staff engagement.
- Optimize orientation & onboarding process for new hires.
- Optimize shared governance and become a nursing center of excellence.
- Leverage technology to optimize nursing care delivery.
- Further develop the Nursing Research and Innovation Center

## T

### Threats

- Workforce shortage
- Increasing litigation involving nursing
- Labor dynamics and market competition
- Burnout, moral distress, and aging workforce

**125 Nurses attended Strategy Retreat and contributed to SWOT analysis.**



# MARKET SCAN

## Market

- Growing aging and underserved population
- Market is highly competitive and fragmented
- Significant access challenges
- Safety nets having financial issues/may reduce services
- Achieving quality goals is essential
- Nationwide workforce shortages continue
- Evolving technology

## Governmental

- Preserving coverage and access to healthcare
- Tariff impact on supply chain
- Preserving Medicaid, Disproportionate Share Hospital funding, telehealth flexibilities, federal grants, pharmacy discount programs

## Public Health

- Rising health-related social needs
- Substance use and mental health rates
- Maternal and child health
- Chronic disease prevalence
- Communicable disease growth
- Injuries and violence

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