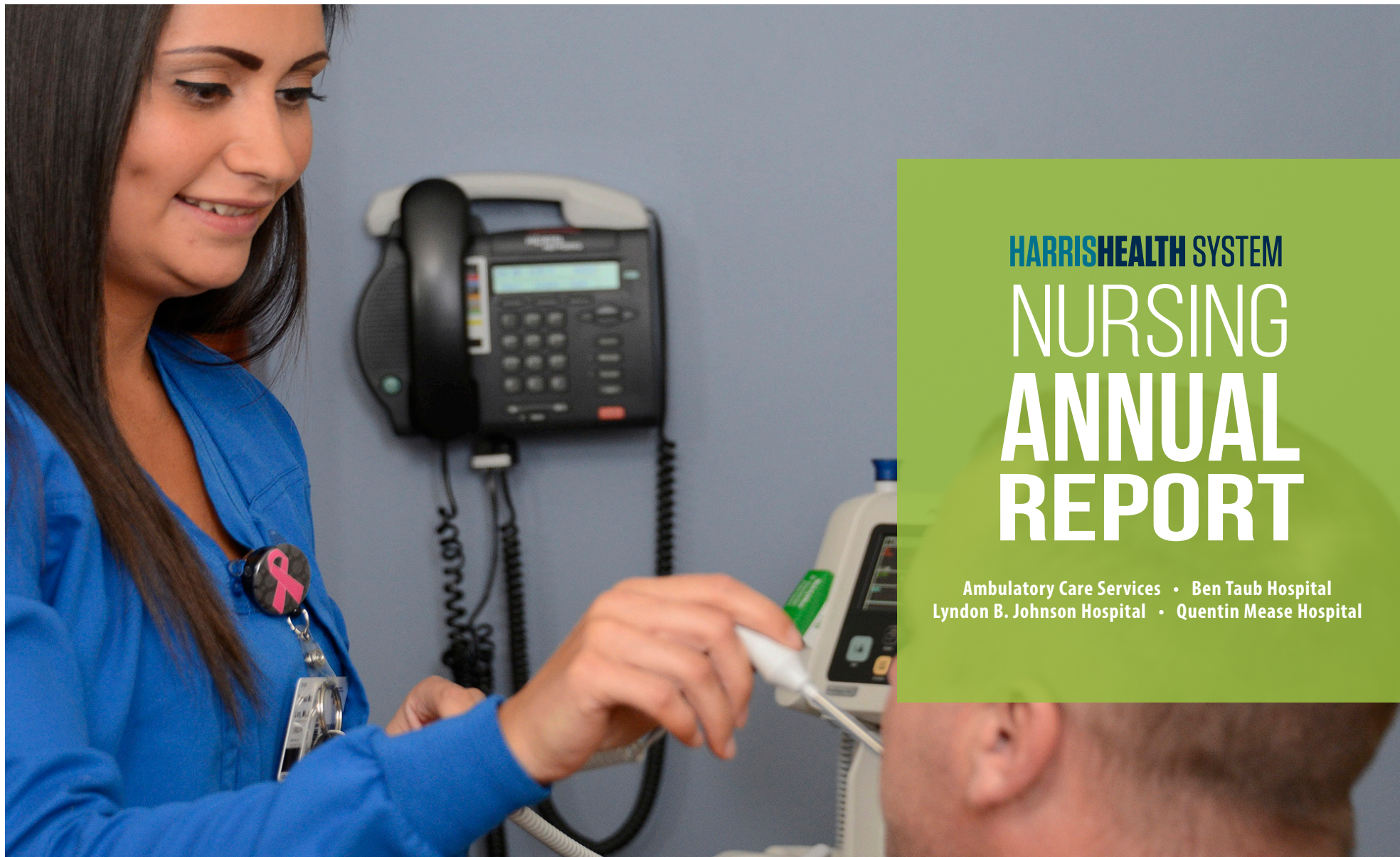


2018



HARRISHEALTH SYSTEM
NURSING
ANNUAL
REPORT

Ambulatory Care Services • Ben Taub Hospital
Lyndon B. Johnson Hospital • Quentin Mease Hospital

TO THE WORLD
YOU MAY BE BUT
ONE PERSON,
BUT TO **ONE**
(PATIENT)
YOU MAY BE THE
WORLD

- Unknown





Edited by **Lourie Moore, DNP, RN, NEA-BC**
Graphic Layout Designed by **Kimberly M. Brown, MEd, LSSGB, CASS**

TABLE OF CONTENTS

- 01** Chief Nurse Executive Message
- 03** Who Is Harris Health
- 05** Overview of System-wide Nursing Services
- 21** Ambulatory Care Services (ACS)
- 31** Ben Taub (BT) & Quentin Mease (QM)
- 43** Lyndon B. Johnson Hospital (LBJ)



MAUREEN PADILLA, DNP, RN, NEA-BC

Senior Vice President & Chief Nurse Executive, Harris Health System

It is with great pride and prejudice that I share the Harris Health System Nursing Annual Report with you. Pride because of the outstanding work our nurses do here at Harris Health; prejudice because I have the distinct honor to lead this amazing team.

In 2018, our nurses worked together to achieve excellent outcomes for our patients. They partnered with our excellent medical staff to provide outstanding care and earned the following accolades along the way:

In our Ambulatory platform: a national quality improvement award from the U. S. Health Resources and Services Administration for our Homeless Program.

At our LBJ Hospital: meritorious commendation for surgical patient care from the American College of Surgeons National Surgical Quality Improvement Program; Baby Friendly, USA designation.

At our Ben Taub Hospital: meritorious commendation for surgical patient care from the American College of Surgeons National Surgical Quality Improvement Program; national recognition from the American Heart Association for the Stroke and Cardiology programs; Silver Beacon Award for the Medical Intensive Care Unit from the American Association of Critical Care Nurses; Level III Designation for the Neonatal Care Unit from the Texas Department of State Health Services.

Our report this year is divided according to our system and individual pavilion activities and accomplishments. This format meets the intent of individual reports necessary for Magnet standards, but publishing it in a combined manner still reflects Nursing as one, cohesive team.

I want to thank all Nursing Services team members who proudly demonstrate our Nursing Mission. Each and every day, I am grateful for the blessings I have received. I am fortunate to work for an employer such as Harris Health System, but more importantly, to work with an outstanding Nursing Team who believes that Our Patients are Job #1!

Maureen S. Padilla



SYSTEM NURSE EXECUTIVE COUNCIL

Dr. Padilla leads the highest level nursing leadership team within Harris Health's nursing shared governance structure, the **System Nurse Executive Council (SNEC)**. This council establishes the strategic direction for all of Nursing Services. Some SNEC responsibilities include developing, implementing, and evaluating the nursing strategic plan, and facilitating the accomplishment of organizational goals as well as Nursing's vision and mission. Additional council members include:

- **Pamela Russell, MHA, BSN, RN, NEA-BC**, Associate Administrator, Nursing Operations, Harris Health System
- **Anne Liong, PhD, MBA, RN, CENP**, Administrative Director, Nursing Standards and Policies, Harris Health System
- **Lourie Moore, DNP, RN, NEA-BC**, Administrative Director, Nursing Knowledge Management, Harris Health System
- **Rizalina Bonuel, PhD, RN, CCRN-E, ACNS-BC, APRN-BC**, Director, Nursing Practice, Harris Health System
- **Donna McKee, MHA, BSN, RN, NEA-BC**, Director, Nursing Strategic Initiatives, Harris Health System
- **Anthony Hoang, MBA**, Director, Nursing Business Operations, Harris Health System
- **Matthew Reeder, MSN, RN, CNOR, NEA-BC**, Administrator, Ambulatory Surgical Center
- **Toni Cotton, MHA, BSN, RN**, Chief Nursing Officer, Ambulatory Care Services
- **Jennifer LaHue, MBA, BSN, RN, CENP**, Director, Nursing Strategic Initiatives and Clinical Informatics, Ambulatory Care Services
- **Matthew Schlueter, MSN, MBA, RN, NEA-BC**, Chief Nursing Officer, Ben Taub & Quentin Mease Hospitals
- **Wendi Froedge, MSN, RN-BC, CCRN-K, NEA-BC**, Director, Nursing Strategic Initiatives, Ben Taub and Quentin Mease Hospitals
- **Derek Curtis, DNP, MA, RN, NEA-BC**, Chief Nursing Officer, Lyndon B. Johnson Hospital
- **Jerry Johnson, MSN, RN, CPHQ, NEA-BC**, Director, Nursing Strategic Initiatives, Lyndon B. Johnson Hospital

WHO ARE WE EST. 1965

For more than 50 years, Harris Health System has served as the safety net for the people of Harris County, providing exceptionally high-quality health care to those most in need. We're training the next generation of healthcare providers in the latest technology and medical breakthroughs. So our nurses must be exceptional!

Beyond being trusted caregivers for patients, our nurses are published scholars, active innovators, valued treatment team members, and our patients' best advocates.

HARRISHEALTH SYSTEM BY THE NUMBERS

BEN TAUB HOSPITAL

- 444 licensed beds
- Level I trauma center
- Comprehensive Stroke Center (DNV) and recipient of the American Heart Association/American Stroke Association's Get With The Guidelines®- Stroke Gold Plus-Target: Stroke Honor Roll Elite Plus Award
- Designated Chest Pain Center and a Mission: Lifeline® Gold Plus Receiving Center for STEMI (heart attack) Care
- Designated Pathway to Excellence®

LYNDON B. JOHNSON HOSPITAL

- 207 licensed beds
- Level III trauma center
- Regional center for neonatal intensive care
- Designated Pathway to Excellence®

QUENTIN MEASE HOSPITAL

- 49 licensed beds
- Geriatric skilled nursing unit
- CARF-accredited Inpatient Physical Medicine & Rehabilitation Unit

AMBULATORY CARE SERVICES

- 18 community health centers, including the nation's first freestanding HIV/AIDS treatment center
- Three large multi-specialty clinics
- Five same day clinics
- Five school-based clinics
- One free-standing dental center
- One dialysis center
- One geriatric assessment center
- 10 homeless shelter clinics and five homeless eligibility service locations
- Mobile immunization and medical outreach program

1,764,025
Outpatient Visits



1,090,430
Clinic Visits



169,719
Emergency Center Visits



43,438
Cases Occupying Patient Beds



5,407
Births



* Fiscal year 2019 data



MISSION

Harris Health Nursing optimizes health and provides healing services to our patients and community through quality care delivery, coordination of care, and education.

VISION

Harris Health Nursing will be recognized globally for excellence in professional practice, patient-centered care, innovation, and scholarship.



VALUES

- Compassionate Care, Dignity, and Respect
- Diversity and Inclusion
- Integrity and Accountability
- Advocacy
- Innovation
- Partnerships
- Scholarship



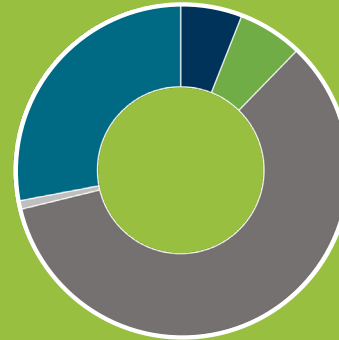
HARRIS HEALTH SYSTEM 2018 NURSING WORKFORCE

2139
RNs

BSN⁺ prepared

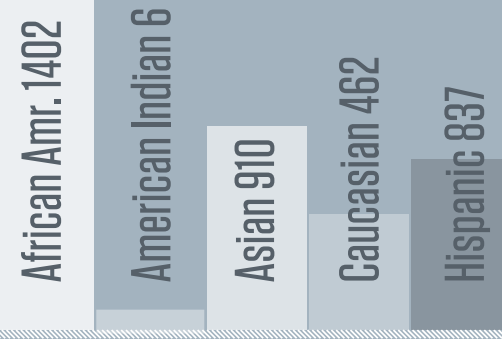
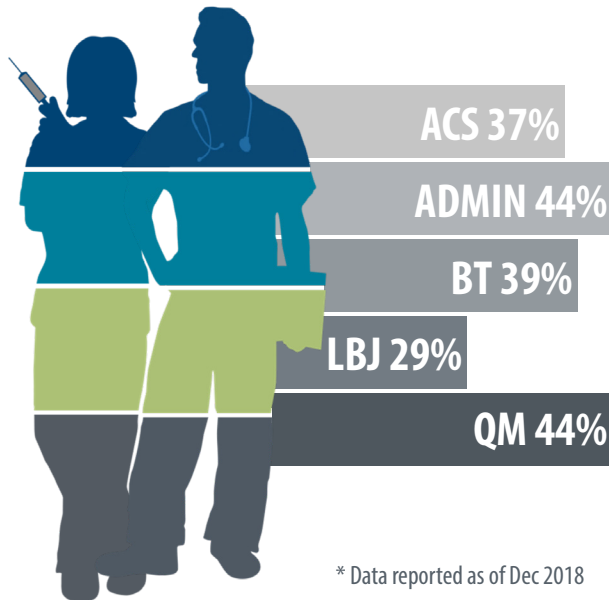
85%

3617
nursing staff



- Admin support 6%
- LVN 6%
- RN 59%
- Non-RN prof 1%
- UAP 28%

RN SPECIALTY CERTIFICATIONS

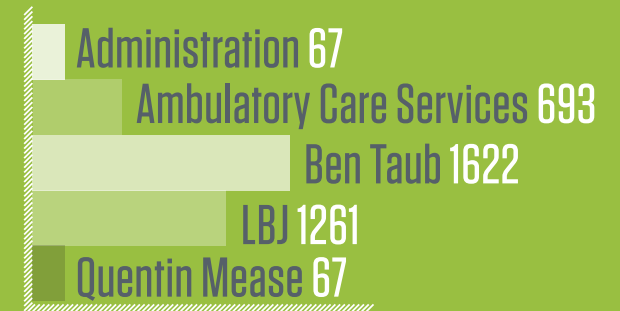


14%
of nursing staff
are male



72%
of nursing staff are
50 years old
or younger

1 in 3
nursing
staff
10⁺
years
tenure



BRINGING THE NPPM LIFE

This is a little story about a nurse
And it's not all about the money in her purse
Heart-head-heart is a part of her soul
Because healing her patients is her goal
She innovates and collaborates
Life-long learning is just one of her traits
Quality improvement, research and certification
Not to mention her highly skilled caring communication
She listens for variables, accels and decels
Birthing babies to moms, she always excels!

- Poem by Family Birthing Center CoP



NEWLY REDESIGNED NURSING PROFESSIONAL PRACTICE MODEL

The American Nurses Credentialing Center (2019) defines a professional practice model as:

“The driving force of nursing care; a schematic, description of a theory, phenomenon, or system that depicts how nurses practice, collaborate, communicate, and develop professionally to provide the highest quality care for those served by the organization (e.g., patients, families, community).”

Our nursing professional practice model (NPPM) serves as the framework within which all nursing operates in a coherent and optimal manner. The NPPM demonstrates the alignment and integration of nursing practice with Harris Health Nursing’s Mission, Vision, and Values.

Our new comprehensive “pillar” model reflects our nursing profession and represents the strength and resilience of Harris Health Nurses. Each of the 3 domains represented by the pillars are regarded as integral, reliable, and essential to supporting safe and excellent care. Above the pillars are people figures intertwined in the shape of a heart. This symbol represents Nursing’s overarching mission – caring for the patient. Above all else, we strive to provide patient-centered, synergistic, collaborative care in which the nurse, patient, and others (be it a family member or other healthcare professional) partner to facilitate healing.

DOMAIN 1 Knowledge Structure

- Mission, Vision, and Values
- Theoretical Framework
- Clinical Inquiry

We are knowledge workers and use mission, vision, values, theory, and clinical inquiry to inform and drive our practice. We ensure nursing care is evidence-based and reflects true therapeutic capacity in order to place the patient in the best position to heal.

DOMAIN 2 Professional Environment

- Shared Governance
- Differentiated Practice
- Professional Development

We have the autonomy and voice to control, develop, and practice at the highest level possible through shared governance, differentiated practice, and professional development.

DOMAIN 3 Care Delivery System

- Nursing Practice
- Information Systems
- Quality Management

Care Delivery relates to our clinical nursing practice, which is based on the nursing process and integrates professional standards and information systems to assure safe and high-quality patient outcomes.

BOLD SIGNIFICANCE

The color of each pillar, represents the 3 domains:

- Orange represents enthusiasm, energy, determination, strength, endurance, and success
- Purple symbolizes power, wisdom, dignity, and independence
- Green reflects safety, growth, hope, harmony, and healing

These attributes describe Harris Health nurses and the exemplary care we provide to our patients and families.



SYSTEM AWARD RECIPIENTS

The NPPM's Mission, Vision, and Values are alive and well across our entire healthcare system. Our nurses put Component 1 of the Knowledge Environment domain into action each day and are recognized for their performance excellence in nursing practice and patient care delivery at the system level.



DAISY AWARD

Deven Barriault, MSN, RN-BC
Executive Nursing Practice Group
Harris Health System
Quarter 2



TOP 20 NURSES AWARD

Maureen Padilla, DNP, RN, NEA-BC
Executive Nursing
Harris Health System



GOOD SAMARITAN AWARD

Deven Barriault, MSN, RN-BC
Executive Nursing Practice Group
Harris Health System

Miko Cacanindin, MSN, RN-BC, CDN
Executive Nursing Practice Group
Harris Health System

Shanna Doucet, MBA, BSN, RN
Business Development & Strategy
Harris Health System

ANNUAL HARRIS HEALTH NURSING GALA & AWARDS

Invigorating, elegantly spicy, and enticing are all adjectives used to describe the Harris Health System's 2nd Annual Nursing Gala and Awards Ceremony held on May 5, 2018. It was also the day that Cinco De Mayo was celebrated throughout the United States. The Cinco De Mayo-inspired event was attended by over 800 licensed nurses and their guests, including the executive leadership throughout Harris Health System.

Invigorating was the term used to describe the atmosphere when guests arrived to the foyer outside of the 4th Floor Houston Ballroom located in the Marriott Marquis hotel. A live Salsa band played in the backdrop as guests mingled, partook of cheesy hors d'oeuvres, and sipped blue margaritas. Before the cocktail hour was almost completed, bids for the silent auction baskets were flowing to capacity!

Elegantly spicy described the black-tie attire worn by the guests. Men's tuxedos ranged from conservative black to red with black lapels. Gowns the women wore included a potpourri of vibrant colors in styles that consisted of sleeveless, back outs, and front high slits to flowing dresses laced with trains that swept the floor. When the doors to the ballroom opened at 7:00 pm – guest entered into an enticingly prepared space arranged with fresh flowered centerpieces (that guests were allowed to take as keepsakes) and strategically placed up-lights that provided the type of ambience that memories are made of.



Several awards were presented that night: nine Luminary Awards, two Nursing Scholarly Poster Peer Awards, and the Daisy Awards. A delicious dinner was served during the awards ceremony and the tres leches dessert was a tasty delight!

Immediately after the dinner and awards ceremony, four Latin dancers graced the dance floor and showcased moves that rivaled those seen on the "Dancing with the Stars" television show. Guests were motivated by the dancers' display to the point when the DJ played his first song, "Wobble" – a multitude of guests gathered on the dance floor and danced like no one was watching! It was indeed an unforgettable night!

NURSING SCHOLARSHIP



PEER-REVIEWED PUBLICATIONS

Bare, K., & Garza, R. (2018). Shattered Dreams: A county hospital's commitment to preventing teenage drinking and driving. *Journal of Emergency Nursing* (slated for publication in March 2019 issue).

Chambers, K., Rogg, J., Sharma, K., & Vierling, A., et al. (May 2018). How Hurricane Harvey spurred Houston hospital to rethink emergency care. *Harvard Business Review*.

Corless, I., Nardi, D., Milstead, J., Larson, E., Nokes, K., Orsega, S., Kurth, A., Kirksey, K., & Woith, W. (2018). Expanding nursing's role in responding to global pandemics. *Nursing Outlook*, 66(4), 412-415.

Curtis, D. (2018). Predictors of nurse practitioner retention. *Journal of the American Association of Nurse Practitioners*, 30(5), 280-284.

George, S., Ramos, J., & Rahmatinick, S. (2018). Commit to sit to improve nurse communication. *Critical Care Nurse*, 38(2), 83-85.

Johnson, J., Jiang, Z., Martinez, D., Smith, D., & Curtis, E. (2018). Expeditious emergency room referral pathway improves patient access to otolaryngology care. *Laryngoscope Investigative Otolaryngology*, 2(6), 432-436.

McGlory, G., Davis, A., & Kirksey, K. (2018). Multimodal analgesia in critical care. *Nursing 2018 Critical Care*, 13(2), 18-23.



POSTER PRESENTATIONS

INTERNATIONAL

Sefcik, E., Perazzo, J., Corless, I., Kirksey, K., Hamilton, M., Davis, J., et al. (2018). The relationships between co-morbidities, physical activity and exercise level in persons with HIV. 22nd International AIDS Conference. Amsterdam, Holland.

NATIONAL

Andrus, A., Glover, M., & Yusuf, K. (2018). Putting your best foot forward: Diabetic foot exam and patient education. 2018 American Academy of Ambulatory Care Nurses National Conference. Lake Buena Vista, FL.

Banks, K. (2018). C.O.N.N.E.C.T.E.D.: Catalyst for enculturating new graduates into emergency nursing. Emergency Nursing 2018 Conference. Pittsburgh, PA.

Castillo, E., Chambers, R., Morales, M., Moselina, B., Palacios, K., Rodrigues, M., Trevino, F., & Villegas, O. (2018). What can brown do for you? Improving colorectal screening compliance. 2018 American Academy of Ambulatory Care Nurses National Conference. Lake Buena Vista, FL.

Chapa, M., Tenorio, M., & Aguilar, Y. (2018). Colorectal cancer screening: No ifs, ands or butts about it. 2018 American Academy of Ambulatory Care Nurses National Conference. Lake Buena Vista, FL.

Fisher, K., Russell, R., Bernard, K., & Azmat, M. (2018). Purposeful partnerships: Communication + collaboration + cohesion = Safe Day. 2018 AORN Global Surgical Conference and Expo. New Orleans, LA.

Gafford, C. (2018). Observation unit providing care for an under served population. 2018 Hospital Observation Patient Management Summit. Chicago, IL.

Hall, G., Garza, R., Mora, S., Suliburk, S., Todd, S., Wilson, C., & Gopinath, S. (2018). The creation of a neurosurgery-specific trauma activation to improve neurosurgical notification times. American College of Surgeons Trauma Quality Improvement Program. Anaheim, CA.

Hall, G., Wilson, C., Garza, R., Suliburk, J., & Todd, S. (2018). Optimizing trauma performance improvement and patient safety via the cloud. 2018 ACS Quality and Safety Conference. Orlando, FL.

Lundeen, S., & Ramirez-Scully, G. (2018). Nursing support during perinatal loss. National Teaching Institute and Critical Care Exposition. Boston, MA.

Sain, M., & Brown, T. (2018). Enhancing 3Cs: Communication, collaboration, cohesion. 2018 ANCC Pathway to Excellence Conference. West Palm Beach, FL.

REGIONAL

Banks, K. (2018). C.O.N.N.E.C.T.E.D.: Catalyst for enculturating new graduates into emergency nursing. Harris Health System INSPIRE Nursing Symposium. Houston, TX.

Barriault, D., Contreras, L., & Emmite, K. (2018). Nexus for success: Partners in transition to practice. Harris Health System INSPIRE Nursing Symposium. Houston, TX.

REGIONAL POSTER PRESENTATIONS (CONT.)
Bautista, L., Chacko, M., Barriault, D., Chagolla, J., Lincoln, M., Suico, R., & Kirksey, K. (2018). Imbuing clinically-based nurses with knowledge, confidence and opportunities to successfully engage in nurse-driven research. Texas Woman's University Founder's Day Forum. Houston, TX.
Chacko, M., Barriault, D., Bautista, L., Chagolla, J., Kirksey, K., Lincoln, M., & Suico, R. (2018). Delphi study to determine nursing research priorities. Harris Health System INSPIRE Nursing symposium, Houston, TX.
Chapa, M., Tenorio, R., & Aguilar, M. (2018). Colorectal cancer screening: No ifs, ands, or butts about it. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Davis, P. & members of the Differentiated Practice Committee. (2018). What clinicians need to know about nursing clinical advancement program. Harris Health System INSPIRE Nursing Symposium, Houston, TX.
D'Souza, M., & Carter, T. (2018). Interprofessional collaboration to enhance a hospital-based breastfeeding program. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Elliott, B., Russell, R., Rico, S., & Boschen, K. (2018). Ensuring pediatric competency for adult PACU nurses. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Fisher, K., Azmat, M., Bernard, K., & Russell, R. (2018). Purposeful partnerships: communication + collaboration + cohesion = SafeDay. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Frankoff, C., Bush, A., Garcia, V., Marabiles, J., Kirksey, K., Brown, S., & Armijos, A. (2018). Interdisciplinary communication and collaboration. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
George, S., Ramos, J., & Rahmatinick, S. (2018). Commit to sit to improve nurse communication. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Glover, M., Andrus, A., & Yusuf, K. (2018). Putting your best foot forward: Diabetic foot exams and patient education. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Grue, M. (2018). Mission impossible: A quiet hospital environment. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Hall, G., Mora, S., Garza, R., Hixson, L., Roszak, A., Mejia, Y., Marshall, D., Smith, T., Bautista, E., Alabbasi, Z., & Todd, S. (2018). Validation of crude trauma complication rates in preparation for TQIP participation. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Hall, G., Wilson, C., Garza, R., Suliburk, J., & Todd, S. (2018). Optimizing the trauma performance improvement and patient safety via the cloud. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Hall, G., Crocker, R., Curran, & Garza, R. (2018). Southeast Texas Regional Advisory Council focus on trauma registry data in preparation for multi-institutional risk adjusted trauma registry collaborative benchmarking initiatives. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Lundeen, S., Ramirez-Scully, & Gonzales, P. (2018). Nursing support during perinatal loss. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
McCullough, D., & Bautista, E. (2018). S.P.I.R.I.T.: Spiritual practice initiatives registered nurses implement together. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Moore, L. (2018). The art and science of nursing embedded in a professional practice model. Texas Woman's University Founder's Day Forum. Houston, TX.
Palacios, K., Castillo, E., Chambers, R., Morales, M., Moselina, B., Rodrigues, M., Trevino, F., & Villegas, O. (2018). What can brown do for you: Improving colorectal screening compliance. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Patel, P., and the Ben Taub/Quentin Mease Pavilion Nurse Clinician Council. (2018). Intra-professional collaboration to facilitate safe, nurse-assisted patient transfers. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Pickney, E. (2018). Servant leadership and nurse job satisfaction in acute and non-acute healthcare. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Rush, R., Mora, S., Lancaster, J., McCullough, D., & Bautista, E. (2018). S.P.I.R.I.T.: Spiritual practice initiatives registered nurses implement together. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Sain, M., & Brown, T. (2018). Enhancing 3Cs: Communication, collaboration, cohesion. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Schlueter, M. (2018). Nurse advocacy: Caring for transgender, transsexual & non-binary patients. Harris Health System INSPIRE Nursing Symposium. Houston, TX.
Schlueter, M. (2018). Nurse advocacy: Caring for transgender and non-binary patients. Texas Woman's University Founder's Day Forum. Houston, TX.



3RD ANNUAL NURSING SYMPOSIUM

“Cultivating a Spirit of Clinical Inquiry” was the theme for the 2018 INSPIRE Nursing Symposium. The event was held at the United Way of Greater Houston on April 27, 2018 with keynote speaker, Jan Latiolais Hargrave and 15 other extraordinary faculty. Ms. Hargrave, a popular speaker, distinguished educator, and author of five books on nonverbal communication, was masterful at engaging and entertaining the 175 enthusiastic participants.

Twenty table-top posters (based upon nurse-led clinical inquiries) were displayed. The first authors of each poster were invited to provide overviews of their scholarly work during the morning and lunch breaks. Topics included “Commit to Sit to Improve Nurse Communication,” “Nursing Support during Perinatal Loss,” “Spiritual Practice Initiatives Registered Nurses Implement Together,” “Catalyst for Enculturating New Graduates into Emergency Nursing,” and “Delphi Study to Determine Nursing Research Priorities.”

PROFESSIONAL DEVELOPMENT



NEW CERTIFICATIONS

Anne Liong

Certified in Executive Nursing Practice
Executive Nursing Practice Group

Deven Barriault

Registered Nurse-Board Certified in Nursing Professional Development
Executive Nursing Practice Group

Fallon Wiley

Nurse Executive-Board Certified
Nursing Operations

Kenna Potter

Registered Nurse-Board Certified in Psychiatry and Mental Health Nursing
Risk Management

Pamela Davis

Registered Nurse-Board Certified in Nursing Professional Development
Executive Nursing Practice Group

Rosemarie Lopez

Registered Nurse-Board Certified in Nursing Professional Development
Executive Nursing Practice Group

Shanna Doucet

Certified Professional in Health Care Quality
Center for Innovation

Tamika Murray

Accredited Case Manager
System Clinical Integration and Transformation

Tangela O'Neil-Dixon

Accredited Case Manager
System Clinical Integration and Transformation

NURSING CLINICAL ADVANCEMENT PROGRAM PROMOTEEES

Ada Cortez, Cardiology, BT	Chioma Nwokoru, Med-Surg, BT	Maria Capote, Women & Infants, BT	Shyni Thomas, Med-Surg, BT
Alexandra (FS) Wilson, Emergency Ctr, BT	Evelyn Loyola, Women & Infants, BT	Marie Dort, Med-Surg, BT	Sini Eapen, Cardiology, BT
Amanda Lampkins, Emergency Ctr, LBJ	Habeebat Olowosago, Med-Surg, LBJ	Marie Katigbik, Critical Care, BT	Sunila Mathew, Critical Care, Bt
Anne Brusette, Critical Care, BT	Hannah Crement, Women & Infants, LBJ	Mario Gonzales, Med-Surg, BT	Tochukwu Onyekwelu, Critical Care, BT
Annie Andrews, Women & Infants, BT	Ijeoma Chukwu, Med-Surg, BT	Michelle Alesna, Critical Care, BT	Veeda Miranda, Cardiology, BT
Ashley MacArthur, Med-Surg, BT	Irene Oyolu, Geriatrics, QM	Rachel Ekjekam, Med-Surg, BT	
Barieene George, Critical Care, BT	Janeth Merialies, Med-Surg, BT	RiaEllen Tatlonghari, Women & Infants, BT	
Beena Mathew, Women & Infants, BT	Janie Stringer, Med-Surg, LBJ	Rowena Padilla, Med-Surg, BT	
Bethan Morgan, Med-Surg, BT	Jonathan Garcia, Emergency Ctr, BT	Safiya Tobias, Med-Surg, LBJ	
Bindhu Mathew, Critical Care, BT	Karen Smiley, Primary, ACS	Shangrila Ranasas, Med-Surg, BT	
Catherine Leslie, Med-Surg, BT	Marcella Perez, Med-Surg, LBJ	Shinamole Mathew, Critical Care, BT	

NURSE RESIDENT GRADUATES

Abigail Gaddis	Elizabeth Alba	Julia Nguyen	Margarita Vaca	Rita Gharibianghargi
Adrianna Eckford	Elizabeth Darato	Kariana Dominguez	Maria Mino	Ronnie Whitty
Alma Varghese	Elizabeth Nguyen	Karina Banda	Maryam Oladejo	Rosa Cueva
Alyssa Poore	Erika Riggs	Karla Flores	Mayomi Andrew	Samantha Marrero
Amanda McDonald	Evelyn Delgadillo	Katalina Perez	Megan Groneman	Shannon Shulby
Amber Turner	Francis Nguyen	Kathlynn La Breche	Megan Meyer	Shelbie Henry
Angelique Barber	Hallye Fogtman	Kathryn Kile	Melissa Miller	Stacy Abraham
Ashiya Momin	Heather Valentine	Katrina Miller	Michael Shinder	Stephanie Eze
Ashley Menchaca	Iana Baltazar	Kelly Davis	Molly Gorrie	Summer Strickland
Aunesty Gomez	Ilfeyiana Amanchukwu	Kelsey Phillips	Monica Frias	Sury Hacker
Blessing Atuogu	Isata Bah	Kelsey Tolar	Morgan Brock	Susan Rodriguez
Bryan Le	Jacquelyn Moreno	Keya Porter	Morgan Lewis	Syed Abbas
Chasity Sloan	Jadesola Bamidele	Lauren Couvillon	Muhabatkhon Abduraimpva	Tameka Davis
Christian Terrazas	Jael-Leila Saleh	Leah Bennett	Nancy Mojica	Taylor Washington-Moses
Christina Fenner	Jaime Joshua	Leshia Williams	Norquita Hardeman	Theresa Nguyen
Christina Sullivan	Jarmesia Fransaw	Lily Jo Budinsky	Pamela Hurst	Tiffany Coleman
Cliff Nyakundi	Jason Crume	Linda Lee	Phebe Thomas	Tsai-ying Baker
Courtney Thomas	Jessica Allen	Lizane Achiga	Porche Monroe	Wincy Zhang
Danielle Miller	Jonathan Keller	Loida Aguilar	Preveen Jose	Xiadani Natalie Tovar-Castillo
Denice Mayorga	Jordan Janke	Mallory Light	Rachael Betancourt	Yuliana Basenko
Eghosasere Egiebor	Jordan Kimpler	Mamy Diomande	Rachel Mackert	Zainab Jimada
Elicia Berlanga	Joy Kesterson	Mara Malherbe	Rasmita Karki	

AT A GLANCE EMPOWERING NURSES



New Staff Orientation

775
attendees | 398 licensed new hires
167 licensed transfers
210 non-licensed new hires



Books & Fees Reimbursements

\$6,606
reimbursed | 10 participants
2 RN-to-BSN graduates



Nurse Residency Program

108
graduates | 50 - Ben Taub
58 - LBJ



Continuing Nurse Education

2057
participants | 129 free
CNE activities



Schools of Nursing Placements

780
students | 504 undergraduate
63 graduate
213 precepted



New Products & Supplies Training

5514
participants | 15 different
products/supplies



Nurse Clinical Advancement Program

38
promotees | 31 - Ben Taub
7 - LBJ



Unlicensed Staff Development

93
participants | 2982 PEAK test
completions





SHARED GOVERNANCE NURSES' VOICES MATTER

7TH ANNUAL SNCC

The 2018 System Nurse Clinician Congress welcomed an external keynote speaker, **Mr. Gilbert Granados**, an Executive Director of the John Maxwell Team, Certified Coach, Speaker, and Trainer. He has experience offering workshops, seminars, keynote speeches, and coaching using John Maxwell's proven leadership methods. With his passion for working with teams to achieve their goals, he presented on "Becoming a Person of Influence: Unity through Diversity."

NURSING LEADERSHIP RETREATS

Twice a year, approximately 200 nursing leaders throughout the system convene for a spring and fall nursing leadership retreat. The theme for the April 6, 2018 retreat was "Understanding Leadership Responsibilities in Ensuring Competent Nursing Practice." Presentations focused on legal, ethical, and regulatory aspects of the Nursing Practice Act. A mock nursing peer review was presented, as well as mock deposition. Leaders also learned about risk management related to documentation and employment issues in nursing, FAQs related to electronic health record documentation, and Just and Accountable Culture. The fall leadership retreat on October 31 highlighted a subject matter expert from the Advisory Board. **Joan Meadows, MS, RN**, presented on the Board's research and best practices on becoming a High Reliability Clinical Enterprise.



TONI COTTON, MHA, BSN, RN

Chief Nursing Officer, Ambulatory Care Services

Since January 2019, I have had the opportunity to spend time becoming familiar with Harris Health System and have learned we have been providing exceptional nursing care to the people of Harris County for over 50 years. Ambulatory Care Services (ACS) is an exciting, dynamic, and challenging place to practice nursing having seen over two million patients in 2018, ACS nurses truly demonstrate the Nursing's mission:

Harris Health Nursing optimizes health and provides healing services to our patients and community through quality care delivery, coordination of care, and education.

Both missions for Harris Health and Nursing are what attracted me to the organization, and they are what keeps me excited to come to work every day as I continue to learn. I am very proud to be a part of an organization with such a rich history in our community. In the short time I have been at Harris Health, I have found ACS nurses practice both the art and science of nursing every day as they serve the most vulnerable population across a variety of settings. In addition to interdisciplinary collaboration, ACS nurses provide safe continuity of care to create an environment conducive to healing with careful attention to compassion for each patient and family. They also practice high professional standards as they work closely with the entire care team.

While visiting several of our clinics, it is obvious to me that each setting demonstrates collaboration and innovation to ensure the work flows smoothly in partnership with the interdisciplinary team to produce the best possible patient outcomes. I'm thrilled, humbled, and honored to be a part of the dedicated ACS nursing team as we continue to pursue nursing excellence, patient outcomes, and begin our Pathway to Excellence journey. I'm grateful for the opportunity to live out my personal calling with other nursing professionals devoted to serving the community.

Finally, I would like to take this opportunity to personally say, "Thank-you" to every one of the dedicated nurses for helping live out our mission, vision, and values and helping make life better for those we serve. Thank you for your unparalleled level of compassion, commitment, and caring not only for the patient but for each other on the team.

Toni Cotton



Martin Luther King Health Center

SOME OF OUR MANY ACCOMPLISHMENTS

The following health centers received the Immunization Champion Award from the Houston City Health Department for obtaining 100% compliance during the annual Texas Vaccine Survey.

- Cypress Health Center
- Valbona Health Center
- Martin Luther King (MLK) Health Center

MLK Health Center achieved an "Excellent" rating for HPV vaccine administration performance, ranking 181 of 2916 providers in Houston.

The Homeless Program received a Quality Improvement Award from the U.S. Health Resources and Services Administration.

Achieved Medical Home Designation

- 13 clinics designated Patient Centered Home
- 13 more clinics pending recognition

AMBULATORY CARE SERVICES AWARD RECIPIENTS



DAISY AWARD

Monica Mendoza-Moore, ADN, RN
Martin Luther King CHC
Quarter 3

Phoebe Rodwell, BSN, RN
Aldine CHC
Quarter 4



TOP 150 NURSES AWARD

Mary Swann, BSN, RN
Ask My Nurse

Veronica Echeverria, BSN, RN
Baytown CHC

Bridgette Estes, MSN, RN-BC
ACS, Executive Nursing

Hope Galvan, MSN, RN
Population Health

Tammy Bryant, BSN, RN
Thomas Street CHC



GOOD SAMARITAN AWARD

Anny Abraham, BSN, RN
Thomas Street CHC

Maria Chapa, BSN, RN-BC
Baytown CHC

Claudia Delgado, BSN, RN
Settegast CHC

Bridgette Estes, MSN, RN-BC
ACS, Executive Nursing

Doreth HoSang, MSN, RN-BC
ACS, Executive Nursing

Katie Kerbow, BSN, RN
ACS, Executive Nursing

HARRIS HEALTH LUMINARY AWARD

DIAMOND: Case De Amigo CHC
SAPPHIRE: Thomas Street Clinic
EMERALD: Baytown CHC

DEMONSTRATING EXCELLENCE

Harris Health System's Ambulatory Care Services has begun the journey toward achieving their Pathway to Excellence® (PTE) designation! The American Nurses Credentialing Center (ANCC) PTE Program seeks to establish the foundation of a healthy work environment. PTE designation positively affects nursing and all clinic staff in terms of engagement, recruitment, and retention. Research has shown that fully engaged nurses and staff play a key role in the success of the entire team towards achievement of improved quality patient outcomes.



For many organizations, the process to achieve Pathway can take up to 3-4 years; however, since ACS nursing has already planted much of the seeds of excellent nursing practice, ACS is anticipating less than 2 years to obtain this prestigious recognition. PTE designation requires successful demonstration of meeting six practice standards:

Standard 1: Shared Decision Making (Shared Governance Model)

Standard 2: Leadership (CNO engagement, resume, visibility to all)

Standard 3: Safety (For nurses, all staff, patients via workflow)

Standard 4: Quality (Improved patient outcomes)

Standard 5: Well-Being (Staff work/personal life balance/staff health)

Standard 6: Professional Development (Individual learning needs, career paths)

ACS formed a PTE leadership team that meets monthly to integrate the Pathway standards throughout ACS. The Chief Nursing Officer, **Toni Cotton, MHA, BSN, RN** is fully committed to the Pathway journey and along with the Director of Nursing Strategic Initiatives, **Jennifer LaHue, MBA, BSN, RN, CENP**, will ensure that structures and processes are in place to strengthen the culture of nursing excellence and a healthy professional work environment through shared governance and shared decision making. The team will be working to gather information that supports the elements of performance for each practice standard, ensuring each site location is represented within the PTE documentation.

PROFESSIONAL DEVELOPMENT

NEW DEGREES

Malika Jefferson, Nurse Practitioner, School-based Clinic - Doctor of Nursing Practice

Maritza Ramirez, Nurse Clinician II, Health Center Administration - Bachelor of Science in Nursing

NEW CERTIFICATIONS

Ambulatory Surgical Center	Eric Vistan	Certified Ambulatory Perianesthesia Nurse
	Matthew Reeder	Nurse Executive Advanced-Board Certified
Ask Your Nurse	Olutoyin Oyeledun	Certified Pediatric Nurse
Clinical Case Management	Dora Sierra	Accredited Case Manager
	Nancy Mathis	Certified Case Manager
	Paula Henning	Certified Case Manager
	Sonia Paul	Certified Case Manager
Danny Jackson Clinic	Barrington McDonald	Registered Nurse-Board Certified in Ambulatory Care Nursing
Executive Nursing	Bridgette Estes	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Cherise Ramirez	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Cheryl Oliver	Registered Nurse-Board Certified in Nursing Professional Development
	Christine Victorian	Certified Professional in Health Care Quality
	Darlene Sierra	Nurse Executive-Board Certified
	Doreth HoSang	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Ida Fabular	Registered Nurse-Board Certified in Ambulatory Care Nursing
	LaToya Woods	Oncology Certified Nurse
	Lori Timmons	Nurse Executive Advanced-Board Certified & Certified Dialysis Nurse
	Maya Glover	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Melva Mitchell	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Meyaconnie Williams	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Sara Morales	Registered Nurse-Board Certified in Ambulatory Care Nursing
	Terry Walker	Registered Nurse-Board Certified in Ambulatory Care Nursing
Northwest Health Center	Jacqueline Josefa Jaban	Registered Nurse-Board Certified in Ambulatory Care Nursing
Settegast Health Center	Shelithia Dublin	Registered Nurse-Board Certified in Ambulatory Care Nursing
Thomas Street	Ashante Montero	Certified Case Manager
	Tammie Bryant	Certified Registered Nurse Practitioner



QUALITY WEEK POSTER COMPETITION

This year's annual Quality Week Poster Competition was judged by **Dr. Zare, Nena Bonuel, PhD, RN, APRN-BC, CCRN, Lourie Moore, DNP, RN, NEA-BC, Anne Liong, PhD, MBA, RN, CENP, and Lesa McLeod**. Fourteen posters were creatively presented highlighting the excellent outcomes of quality improvement initiatives throughout the year. Posters were categorized into three groups and judged on the basis of appearance, presentation, and content using electronic ballots. Based on overall scores, the top two posters in each group were recognized. First place winners received a trophy and honorable mention winners received a gift card.

The 2018 poster winners include:

Group 1 – Prevention is better than Cure (5 poster submissions)

- Colorectal Cancer Screening “PooPoo on the Plate” – Baytown HC (1st Place)
- Early Detection of Diabetic Foot Complications – Homeless Program (2nd Place)

Group 2 - Improving Patient Outcomes (4 poster submissions)

- House Call: Quality of Care Decreases ED Visits – House Call Program (2nd Place)
- Get Lean for the Green – Weight Management Challenge – Homeless Program

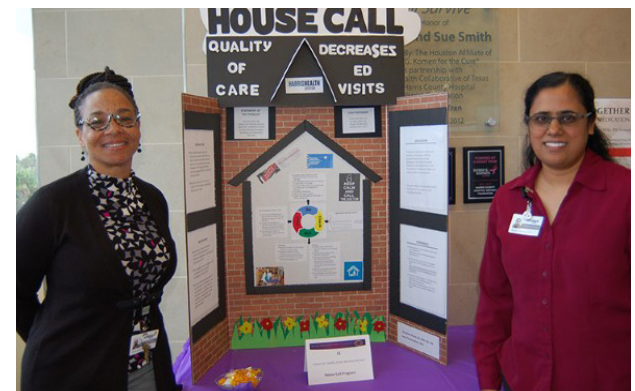
Group 3 – Achieving Excellence in Patient Care (5 posters submissions)

- Band Together to Stop Errors – Casa de Amigos HC (3rd Place)
- Quality Improvement Strategies to Increase Patient Satisfaction Scores for “Informed of Delays” - Squatty HC

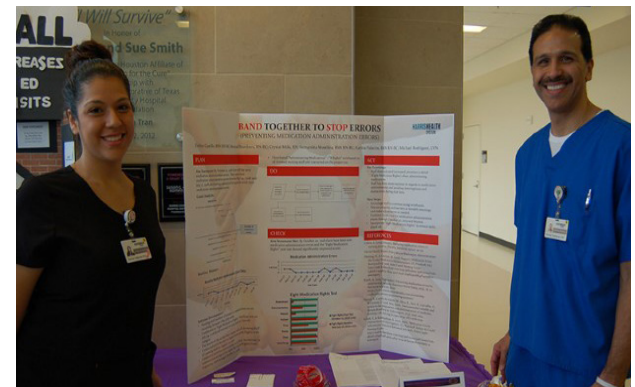
As a first place winner, Baytown Health Center's poster was also accepted for presentation at the 2019 American Academy of Ambulatory Care Nursing.



Group 1: Colorectal Cancer Screening “PooPoo on the Plate” (1st place)



Group2: House Call: Quality of Care Decreases ED Visits (2nd place)



Group 3: Band Together to Stop Errors (3rd place)



PATIENT SAFETY INNOVATION

SAFE MEDICATION ADMINISTRATION

Casa de Amigos Health Center developed an innovative approach to reducing medication errors by creating a double-sided dual color wristband for use during medication administration. One side notes the phrases “Administering Medications” and “8 Rights” printed in white letters on a red background and the reverse side of the bracelet is white. By flipping the wristband to the red side, other team members are alerted to refrain from interrupting the nurse during medication administration times, as well as helps to raise nurse awareness to properly and safely administer medications without interruptions.

The wording on the bracelet also serves as a visual reminder to the administering clinician to ensure the “8 Rights” of medication administration are always practiced: right *drug*, right *patient*, right *dose*, right *time*, right *route*, right *reason*, right *response*, and right *documentation*. Since implementation, Casa Health Center has not had any medication errors over the last six months.

By our nurses adhering to these 8 rules each and every time a medication is given, we ensure patient safety!

SUPPORTING CONTINUED HIV MEDICATION COVERAGE

The **AIDS Drug Assistance Program (ADAP)** project is the primary funder for HIV medication coverage. Due to the state adding an additional certification requirement after six months, many patients were dropped from prescription coverage. Patients experienced multiple barriers to ensuring ADAP continuation (i.e., confusion regarding dates, not receiving mail/no address, illiteracy, etc.).

A team from each discipline, including providers, worked together to develop a pocket size ADAP reminder card. Patients had a palm size snapshot card of recertification dates and who they could call for assistance. This card was made available at every patient point of contact registration, pharmacy, appointment desk, exam room, and anywhere a team member could provide education. With the continued reminders and documentation assistance regarding the ADAP and eligibility process, the number of patients dropped from the program has continued to decrease.





SOUND PROCESSES FISCALLY RESPONSIBLE

The Health Resources and Services Administration (HRSA) administers the Ryan White Part A grant funding in which Harris Health System received \$7.2+ M in the past year. The annual site survey was conducted in September 2018. This extensive survey typically lasts 11-15 days and evaluated the Thomas Street HIV program which includes up to 90 employees. The survey included a review of every employee file paid by the grant, 150 patient charts and billing reimbursement records for direct care treatment and services against the grant monies. The results of this survey yielded zero clinical and zero fiscal findings. Surveyors indicated that Harris Health's program was extremely well managed with sound business processes and appropriate documentation since the HRSA was able to recoup the grant funding, which is extremely rare.

The Ryan White grant was named after a young boy with hemophilia who had contracted AIDS from a blood transfusion in 1984. He died in April 1990, one month before his high school graduation and only months before Congress passed the law named after him in August of that year. The Ryan White Comprehensive AIDS Resources Emergency Act provides grant funding to healthcare organizations caring for HIV/AIDS patients. Part A of the act funds HIV primary and specialty care, pharmacy and social services, as well as grant accounting.



MATTHEW SCHLUETER, MSN, MBA, RN, NEA-BC

Chief Nursing Officer, Ben Taub & Quentin Mease Hospitals

As I reflect over the last year as CNO for Ben Taub and Quentin Mease, I remind myself of the tremendous amount of meaningful work that we have accomplished in our clinical areas, and the challenges we have met, as well as all of the challenges yet to be conquered.

Our story of nursing at Ben Taub is truly one of an epic journey towards excellence and achieving the premier status that we in our hearts already know exists today. This journey is reflected in our efforts to achieve Magnet® designation from the American Nurses Credentialing Center (ANCC). We have already accomplished more in 2019 with the formal submission of our Magnet document than ever before! While we wait for ANCC's initial decision, I am very confident we will be selected to move to the next phase with a site visit. As we move towards this grand "finish line" of garnering this coveted award, we have much to do in preparation for the site visit.

- We are reinforcing and robustly supporting the nurse’s need for lifelong learning.
- We continue with vigorous nurse-led research and scholarly dissemination.
- We are furthering the enculturation of our Nursing Professional Practice Model (NPPM) as guidance for our professional practice, and we continually interpret and operationalize these tenets into our practice.
- We continue to focus on our successful shared governance structure and strong shared decision-making within our leader-clinician partnership.
- We continue to promote and support the inclusion of nurse-to-nurse peer feedback as a means to further professional growth.

All of these are the nuts and bolts of a supportive nursing culture and healthy work environment in our hospital, which is why I am confident we will cross the finish line in our journey to Magnet®.

Matt Str



Ben Taub Hospital



Quentin Mease Hospital

SALUTE TO NURSES

HOUSTON  CHRONICLE

TOP 150 NURSES AWARD

Ardis Bush, MSN, RN, CCRN (Top 15)
BT, 6E MICU

Jessica Hamblin, BSN, RN-BC
BT, Emergency Center

Lynelle Witt, BSN, RN, CCRN
BT, 6E MICU

Mark Fanning, MSN, RN, NE-BC
BT, Medical-Surgical Services

Stephen Mora, MSN, RN, CCRN
BT, Trauma Services



DAISY AWARD

Lynelle Witt, RN
BT, 6E MICU
Quarter 4



TOP 20 NURSES AWARD

Margaret Grue, MSN, RN, NE-BC, OCN, CRNI
BT, Medical-Surgical Services

BEN TAUB & QUENTIN MEASE AWARD RECIPIENTS



GOOD SAMARITAN AWARD

SILVER MEDALIST:

Andrea Thompson, BSN, RN
BT, 6E MICU

BRONZE MEDALISTS:

Crystal Butler, BSN, RN, CCRN
BT, 6F Coronary Care Unit

Ana Davis, MSN, RN
Cardiology Services

Florence Dedeibe, BSN, RN
BT, 6A Med-Surg/Onc

Sibil George, PhD, MSN, RN, CCRN
BT, Trauma Services

Riza Guillen, BSN, RN
Cath Lab

Gayle McGlory, PhD, MSN, RN, CCRN
BT, Cardiology Services

Patrick Mire, BSN, RN
BT, 3A Medical-Surgical

Magdalena Penas, BSN, RN
Cardiology Specialty Clinic

Sparkle Robinson, MSN, RN
BT, 4C Neuro ICU

Yaroslava Sazonova, BSN, RN
BT, Trauma Services

FOURTH DESIGNATION PATHWAY TO EXCELLENCE

Ben Taub/Quentin Mease Hospital nursing staff should be proud of their great achievement in successfully completing and receiving their fourth designation for Pathway to Excellence® (PTE) in April 2018. As the PTE Commission stated in the notification letter, this prestigious award is “the culmination of hard work by many people in your organization as well as a demonstration of the commitment in sustaining excellence in the work environment.”

HARRIS HEALTH LUMINARY AWARD

DIAMOND:

4B Surgery
5E Cardiac
Cath Lab
Emergency Center

SAPPHIRE:

4E TSICU
6B Med-Surg/Ortho
Family Birth Center
GI Lab Services
PreOp/PACU

EMERALD:

4C Neuro ICU
4D Surgery
5B/5C Med-Surg
5D Neuro/Med-Surg
5F/5G Med-Surg/Tele
6A Med-Surg/Oncology
6F Coronary Care Unit
Interventional Radiology
NICU Level II/III



The PTE designation for an organization means direct care nurses:

- Are working in an environment of excellence focused on quality and interprofessional collaboration.
- Are working for an organization that supports, recognizes, and invests in nurses.
- Have their voice heard, which directly impacts patient care, safety, and quality.
- Are encouraged to bring ideas and issues forward through shared governance.
- Are able to set a global quality standard and rank among the best nurses in the world.

A PTE organization’s environment is certainly a wonderful place for nurses to work where nurses are valued and respected members of the healthcare team. Harris Health Nursing Services is committed to excelling in nursing practice, supporting professional development, and engaging direct care nurses’ voice to achieving quality and safe patient care.

OTHER ACCOMPLISHMENTS

National Commendation for Surgical Care - Ben Taub Hospital received meritorious commendation for their surgical patient care from the American College of Surgeons National Surgical Quality Improvement Program.

National Acclaim for Stroke, Cardiology Excellence - Ben Taub Hospital touts multiple years of achieving national recognition for its stroke and cardiology programs from renowned organizations.

Silver Beacon Award for Excellence - The Medical Intermediate Care Unit received the silver-level Beacon Award for Excellence by the American Association of Critical-Care Nurses.

Texas Level III Designation for Neonatal Care – Ben Taub Hospital received the Level III Neonatal Care Designation from the Texas Department of State Health Services, a designation that means the hospital has the expertise to take care of the smallest babies.

NPPM ALIVE ON EVERY UNIT

Ben Taub's Magnet Champions sponsored a contest to teach and enculturate the Harris Health Nursing Professional Practice Model (NPPM). They asked participating units to answer the question: "How does the NPPM come to life in your unit"? The competition was fierce with a variety of creative submissions, including live action skits, dramatic poetry readings, scary posters, train stations, videos, and flower sculptures, just to name a few.

268 people voted for the People's Choice award. A panel of judges had the tough job of deciding the other two categories. With a sweep of two categories for People's Choice and Most Creative, the Operating Room CoP took first prize. In the category of Best Representation of the NPPM, the Psychiatric Unit CoP took the blue ribbon with their enthusiastic live skit which they performed multiple times to the adoring crowds! The winners received gift baskets on their units with lots of goodies to share.



People's Choice and Most Creative: the Operating Room CoP (1st place)



Best Representation of the NPPM: the Psychiatric Unit CoP (1st place)

FOR ME, FOR YOU, FOR PATIENTS PEER-TO-PEER FEEDBACK

2018 marked the second year Ben Taub nurse clinicians have participated in the peer feedback process. According to the American Nurse Credentialing Center (ANCC), "Peer feedback is an objective process of giving and receiving deliberate input to identify areas of strength and opportunities for improvement for a nurse peer. Professional nurse peers may include registered nurses with similar roles and education, clinical expertise, and level of licensure" (ANCC, 2019).

One of the hallmarks of a profession is the ability of its members to direct and improve their own practice and peer feedback facilitates this goal. By participating in the process of peers offering honest descriptions of performance and opportunities for improvement, nurses achieve personal and professional growth, improve clinical outcomes, and advance nurses' autonomy in practice. Nurses at Ben Taub continue to strengthen this evidence-based process with learning from each iteration.







PROFESSIONAL DEVELOPMENT

NEW DEGREES

MASTER OF SCIENCE IN NURSING

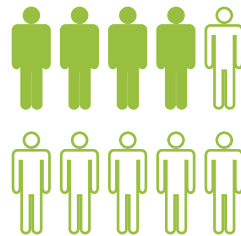
- Stacey Bryan, Program Manager - Chest Pain, Quality Programs
- Wendy Conner, Nurse Clinician II, Emergency Center
- Jessen Abraham, Nurse Clinician III, 6E Medical Intensive Care Unit
- Smitha Thomas, Clinical Nurse Case Manager, Clinical Case Management
- Cynthia Villarreal, Nurse Clinician II, Emergency Center

MASTER OF BUSINESS ADMINISTRATION

- Rachel Bryant, Director, Patient Progression, Executive Administration

BACHELOR OF SCIENCE IN NURSING

- Beibei Song, Wound Ostomy Continence Nurse, Executive Nursing
- Betty Levin, Nurse Clinician II, Emergency Center
- Francis Magyar, Nurse Clinician II, Emergency Center
- James Bryan Faustino, Nurse Clinician II, Emergency Center
- Jennifer Bush, Nurse Clinician II, Emergency Center
- LiliRuth Castaneda, Nurse Clinician II, Radiology Special Procedures
- Omar Merida, Nurse Clinician II, Emergency Center
- Omozele Oiyemhonlan, Nurse Clinician II, Operating Room
- Sini Eapen, Nurse Clinician III, 6F Coronary Care Unit
- Sinju Chacko, Nurse Clinician II, 6B Medical-Surgical Nursing Unit



Approximately
4 in every 10
BT/QM nurses
have attained
their specialty
certification

Ben Taub
39%

Quentin Mease
43.5%

NEW CERTIFICATIONS

4B Surgical Specialty	Shaida Rahmatinick	Progressive Care Certified Nurse
4C Neurosurgical ICU	Ancy Vallavanatt	Certified Critical Care Registered Nurse
	Christie Lofranco	Certified Critical Care Registered Nurse
	Crystal Pham	Certified Critical Care Registered Nurse
	Dennis Perez	Certified Critical Care Registered Nurse
	Janice Chiu	Certified Critical Care Registered Nurse
	Sparkle Robinson	Certified Critical Care Registered Nurse
4D Surgical Specialty	Autumn Hinson	Progressive Care Certified Nurse
	Cristela Acosta	Progressive Care Certified Nurse
5A Medical/Surgical	Dyann Stewart	Certified Medical-Surgical Registered Nurse
5D Medical/Surgical	Hepsiba George	Registered Nurse-Board Certified in Medical-Surgical Nursing
5E Cardiac IMU	Geetha Pillai	Progressive Care Certified Nurse
	Kira Mavis	Progressive Care Certified Nurse
	Leniza Lustre	Progressive Care Certified Nurse
	Ruth Ikeanyionwu	Progressive Care Certified Nurse
	Sini Mathew	Progressive Care Certified Nurse
	Tracy Garcia	Progressive Care Certified Nurse
5G Medical/Surgical	Samantha Da Silva	Certified Medical-Surgical Registered Nurse
6A Medical Nursing	Jenny Nguyen	Certified Medical-Surgical Registered Nurse
6B Medical Surgical Nurse	LeKesha Amos Jones	Certified Medical-Surgical Registered Nurse; Registered Nurse-Board Certified in Medical-Surgical Nursing
6D Medicine IMU	Edwin Miranda	Progressive Care Certified Nurse
6E Medical Intensive Care	Rosalva Perez	Certified Critical Care Registered Nurse
	Tsai-ying Baker	Certified Critical Care Registered Nurse
6F Coronary Care Unit	Veeda Miranda	Certified Critical Care Registered Nurse
Cardiology Services Admin	Ana Davis	Nurse Executive-Board Certified
	Gayle McGlory	Certified Critical Care Registered Nurse
Cath Lab	Riza Guillen	Certified Critical Care Registered Nurse
Clinic Administration	Maregina Shankar	Registered Nurse-Board Certified in Ambulatory Care Nursing
Clinical Case Management	Shiny Joseph	Registered Nurse Certified-Low Risk Neonates
	Tenische Perry	Certified Case Manager
Emergency Center	Tony Jawe	Certified Case Manager
	Angela Matthews	Certified Emergency Nurse
	Ariel Cassidy	Certified Emergency Nurse
	Elizabeth Zapf	Certified Emergency Nurse
	Hieu Huynh	Certified Emergency Nurse

Emergency Center (cont.)	Jonathan Garcia
	Maria Mallari
	Nadeen El-Khalil
	Rosio Trochez
Emergency Center Admin	Brigit Hines
Emergency Psychiatry	Beatrice Dike
	Jessica Hamblin
Executive Nursing	Angela Russell
	Attiya Noor
	Elaine Santos
	Wendi Froedgen
Eye Clinic	Lilly Varughese
LDR Suites	Madina Atabekova
	Nnenna Asonye
	Rayna Evans
Medicine Services Admin	Amini Lewis
	Margaret Grue
	Sheila Oliver
	Theresa Sampson
Mother Baby Unit	Aleksandra Bochus-Gawronska
	Ayanna Hamm-Scott
	Moly Avira
Newborn Follow Up	Patricia Flores
Newborn Nursery Level I	Belle Tungpalan
Newborn Nursery Level II	Annie Andrews
	Edelyn Raz
	Irysh Sy
	Kyong Kim
	Mariza Limlengco
	Mary Samuel
	Wennie Estrada
NICU Level III	Abiola Rahman
	Myrna Alon-Alon

SUCCESS IN FIGHTING VAPs

Ventilator-associated pneumonia (VAP) is caused by a type of gram-negative bacteria that is commonly spread in the hospital setting. VAPs are one of the nurse-sensitive quality indicators which nurses can influence through diligent handwashing and meticulous oral care. At the end of 2017, the Trauma/Surgical Intensive Care Unit (T/SICU) initiated a task force to improve the unit's VAP rates and eliminate this serious complication.

T/SICU director of nursing, **Manni Padmanabhan, MSc, MSN, RN, CCRN, AGCNS-BC** worked with **Charise Miltenberger, MBA, BSN, RN, CIC**, Ben Taub director of Infection Prevention, as part of a VAP Reduction Task Force. The interdisciplinary task force consisted of members from the nursing clinical staff, nursing administration, infection prevention, and respiratory therapy. The task force's investigation consisted of interviewing staff and reviewing current practices, including patient care observations and patients' health records. They also acted as "secret shoppers" to evaluate hand hygiene compliance according to the Centers for Disease Control guidelines. The task force's challenge was to reduce the VAP rate of from 9.43% to a rate of zero.

The task force's findings indicated that the most common, shared predisposing factors were mechanical ventilation and nebulizer use. A review of evidence-based practices in the literature related to VAP prevention in an ICU environment offered information about how to avoid contaminating nebulizers. Literature indicated the use of only sterile solutions for treatment prevented the possible introduction of bacteria directly into the lung.

The task force implemented several new interventions, including improved hand hygiene, and more appropriate nebulizer usage (i.e., use of sterile water and storage), as well as application of aseptic technique during suctioning of endotracheal and tracheostomy tubes. Through intensive staff education by the clinical resource nurses and coaching during leader rounding by the director, the T/SICU staff was able to exceed the goal of reducing VAP to 0% during the post-intervention timeframe.



SURGICAL SITE INFECTION REDUCTION

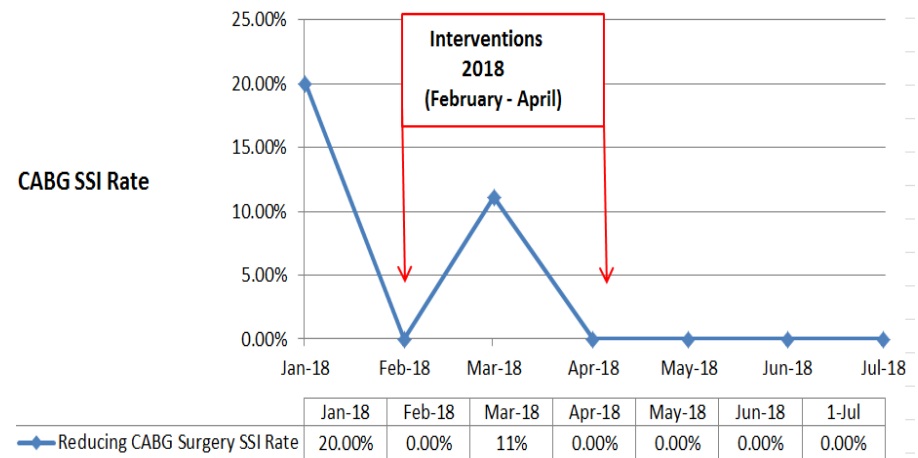
Patients undergoing coronary artery bypass graft (CABG) are at increased risk of surgical site infections (SSI) when compared to other surgical patients, and often present with co-morbid conditions (e.g., obesity and diabetes) that can increase SSI-related complications. Because post-surgical complications could include increased lengths of stay and treatment costs, it is especially important for perioperative nurses and physicians to incorporate evidence-based infection prevention practices to reduce the risk of SSIs.

The operating room (OR) at Ben Taub is a level I trauma OR with 12 operating rooms, providing various surgeries, such as trauma, orthopedic, thoracic, vascular, and neurosurgical. The clinical nurses from the Perioperative Community of Practice (CoP) identified that a significant portion of CABG patients were experiencing complications related to SSIs. The thoracic surgical patient specialty for CABG was a high-focus area so they decided to evaluate the practice related to skin prepping.

Jennifer Steed, BSN, RN, CNOR worked with **Olivia Lin, BSN, RN** to reduce the rate of SSI complications in CABG patients. Both these nurse clinician IIs were active members of the Association of PeriOperative Registered Nurses (AORN) and function respectively as the chair and co-chair of their CoP. Using their professional organization membership, they have learned and improved their practice by taking advantage of membership benefits (e.g., attending annual conferences, reviewing monthly AORN Journal, and listening to full-length journal podcasts). Jennifer and Olivia applied their knowledge learned from being an AORN member to improving patient care.

During the quality improvement project, these two clinical nurses were instrumental in guiding the 8-member CoP through a literature search and implementation of an evidence-based practice standard to resolve conflicting practice and mitigate the risk of SSI. Their CoP's goal was to reduce the current rate of 20% SSI-related complications in CABG surgery patients.

The project's interventions included the incorporation of current standards of practice into the bundle review, minimizing practice variations and confusion over skin prep techniques, and adopting AORN's Guidelines for Perioperative Practice: Surgical Attire for the purpose of updating and standardizing skin prep throughout each surgical specialty. Chief surgeons and service coordinators also accepted this change in practice to wear clean and complete surgical attire in the perioperative area to reduce the number of microorganisms in the environment.



The perioperative COP was very successful in their QI initiative. During the post-intervention timeframe, no CABG surgery patients developed complications related to SSIs. This represents a 100% reduction of this serious complication.



DEREK CURTIS, DNP, MA, RN, NEA-BC

Chief Nursing Officer, Lyndon B. Johnson Hospital

As we begin a new fiscal year, let us reflect on our LBJ nursing philosophy: We have a shared purpose and values that focus on continual improvement in serving and supporting great employees, who in turn, provide exceptional care and service to our customers. Our goals remain consistent: to be recognized as one of the best places to work in Houston, to be the best community-owned hospital in the nation, and to exceed expectations.

Becoming one of the best places to work in Houston

The past year brought many dynamic and exciting changes to our platform. We continue to forge great relationships with our physician partners, support staff, and patients as we move closer to completing the conversion of all acute care service units to intermediate care and cohort structures. The great addition of our specialty care clinics to this platform also helps to facilitate our transition of care process. Our desire is to enhance teamwork and collaboration, resulting in increased patient and both physician and employee satisfaction.

Becoming one of the best community-owned hospitals in the nation

Your pledge to our mission, vision, and values is obvious every day as evidenced by your level of commitment, dedication, and collaborative efforts which lead to documented improved outcomes for our patients. Your relentless hard work and efforts are not only paying off, but it is shining brightly for the world to see. I have the utmost respect and gratitude for each and every one of our frontline staff and leadership team members.

Exceeding expectations

As nurses, we are always in search of performance improvement. Without reservation, I know that this team consistently operates in a state of excellence. You repeatedly respond to the call to greatness. Our number of certified nurses has sharply increased by more than 9%; we received Baby Friendly and NICU Level III designations; nine nurses were honored by the Houston Chronicle Salute to Nurses, Good Samaritan Excellence in Nursing awards, and several other recognitions. To top things off, we are also on the Magnet® Journey!

I look forward to an outstanding new year together, as we continue to share best practices across the organization and strive for best outcomes for our patients. As we remain aligned with Harris Health System's strategic goals, we must continue to fan the flames of our passion for nursing as we shape a brighter future for the LBJ Hospital.

I am humbled and honored to lead such an amazing team!



Lyndon B. Johnson Hospital

SOME OF OUR MANY ACCOMPLISHMENTS

- New units opened (example - Surgical ICU)
- IMU conversion completed for all acute care areas
- Unit cohorting by service lines
- Increased certifications throughout pavilion
- Increased engagement in RN survey - improved survey results
- Oncology Unit increased communication with nurses and physicians
- Developed Code Stroke alert

LYNDON B. JOHNSON AWARD RECIPIENTS



DAISY AWARD

Jennifer Turner
3A Med-Surg IMU, Quarter 1

Habeebat Olowosago
4B IMU, Quarter 2

Priyanka Patel
NICU, Quarter 2

Marcela Perez
3C IMU, Quarter 3

Tracy Le
3C IMU, Quarter 4

HARRIS HEALTH LUMINARY AWARD

DIAMOND:

4B IMU
Emergency Center

SAPPHIRE:

2A Postpartum
3A Med-Surg IMU

EMERALD:

2B IMU
3B Surgical IMU
3C IMU
4A Med-Surg Tele
Labor & Delivery



TOP 150 NURSES AWARD

Carolyn Gafford, MSN, RN, NE-BC (Top 15)
Emergency/Trauma Services

Chamica Keys, BSN, RNC-MNN
Mother-Baby

Deandria Winchester, ADN, RN, PCCN
3A Med-Surg IMU

Elvira Ticzon, BSN, RN, CCM (Top 15)
3A Med-Surg IMU

Habeebat Olowosago, BSN, RN, CMSRN
4B IMU

Hannah Crement, BSN, RNC-OB
Labor & Delivery

Mini Daniel, DNP, RN, CCM (Top 15)
Case Management

Myishea Gilliam, MSS, BSN, RN
M/SICU

Tresaka Fields, ADN, RN
3B Surgical IMU



GOOD SAMARITAN AWARD

Abey Easo, BSN, RN
Case Management

Abimbola Awosola, MSN, RN
3B Surgical IMU

Brittany Rama, BSN, RN
4B IMU

Canerika Harris, BSN, RN
Dialysis

Carolyn Gafford, MSN, RN, NEA-BC
EC/Trauma Services

Cathryn Liles, BSN, RN
M/SICU

Cindy Bonilla, BSN, RN
4C IMU/Med Surg/Tele

Claudia Herrera, MSN, RN, CDN
Med/Surg Nursing Administration

Daryl Nacalaban, BSN, RN
M/SICU

Elizabeth Brewer, BSN, RN, CEN
Emergency Center

Jessica Dawsey-Adams, BSN, RN
3A Med-Surg IMU

Kathleen Banks, MSN, RN, CEN
Emergency Center

Lakeisha Williams, MSN, RN
Med/Surg Nursing Administration

Lingasperi Govender, DIPN, RN
Case Management

Marcela Perez, BSN, RN
4C IMU/Med Surg/Tele

Maria Bulawan, BSN, RN
M/SICU

Mary Ann Padua, BSN, RN
Observation Unit

Mini Daniel, DNP, RN, CCM
Case Management

Myishea Gilliam, BSN, RN
M/SICU

Nerissa Balajadia, BSN, RN
3A Med-Surg IMU

Pamela Chew, MSN, RN
Procedural Support

Renee Eddings, MSN, RNC-OB
Women's and Infants Services

Rodney Allen, BSN, RN
Procedural Support

Rose Jean-Gilles, BSN, RN
3C IMU

Sharon Mitchell, MSN, RN-BC
Med/Surg

Sherry Plummer, BSN, RN
Case Management

Tamika Brown, MSN, RN-CCRN
Med/Surg Nursing Administration

Tashiana Roberts-Jackson, MSN, RN-BC
Med/Surg Nursing Administration

OTHER ACCOMPLISHMENTS

Neonatal ICU Level III State Designation

Baby Friendly USA Designation

American Society for Gastrointestinal Endoscopy Scopy Award - Honorable Mention

Harris Health System Innovation of the Year Award for the LBJ Community Garden Initiative

Received American College of Surgeons (ACS), National Surgical Quality Improvement Program (NSQIP®) Meritorious Recognition for Quality outcomes (1 of 83 hospitals recognized out 568 hospitals)

National Meritorious Commendation for their surgical patient care from the American College of Surgeons National Surgical Quality Improvement Program

PROFESSIONAL DEVELOPMENT

NEW DEGREES

MASTER OF SCIENCE IN NURSING

Abey Easo, Clinical Nurse Case Manager
Clinical Case Management

Casey Hogan, Nursing Clinical Manager
Emergency Center

Kathleen Banks, Clinical Resource Nurse II
Emergency/Trauma Service Admin

Lea Taylor, Nursing Clinical Manager
Mother-Baby Unit

Selona Alleyne, Nursing Clinical Manager
Observation Unit

MASTER OF BUSINESS ADMINISTRATION

Breanna Richardson, Nurse Clinician III
Emergency Center

Meredith Yaker, Nurse Clinician II
Women's & Infant Service Admin

BACHELOR OF SCIENCE IN NURSING

Aruna Subhakumari, Nurse Clinician II
Obstetrics/Gynecology Clinic

Christopher Williams, Nurse Clinician II
Emergency Center

Jessy Johnson, Nurse Clinician II
4A IMU/Med Surg/Tele

Ruth Nyayemi, Nurse Clinician II
Observation Unit

NEW CERTIFICATIONS

2C IMU/Med Surg/Tele	Hope Nzeadu
3A IMU/Med Surg/Tele	Jennifer Turner
	Jessica Adams
	Shibu Jacob
3B IMU/Surgery	Iana Chrissel Baltazar
	Janisha Lane
	Zainab Jimada
4A IMU/Med Surg/Tele	Bizuneh Degela
4B IMU/Med Surg/Tele	Brittany Rama
	Diana Hinojosa
	Janie Stringer
	Lorena Lozano
4C IMU/Med Surg/Tele	Odyssey Roberts
Clinic Administration	Lingasperi Govender
Clinical Case Management	Maria Jeudi Mumford
	Hayate Ali
Emergency Center	Ashley Floyd
	Cameron Tolliver-Tames
	Casey Hogan
	Catherine Hopkins
	Crystal Bradley
	Hallye Fogtman
	Jennifer Fagan
	Jordan Irish
	Kaitlin Seastrunk
	Laura O'Rosky
	Megan Groneman
	Neil Rogers
	Sabrina Vollmer
	Stuart Mortensen
	Angela Lynch
Executive Nursing	Jerry Johnson
	Arlene Cabugao

Progressive Care Certified Nurse
 Progressive Care Certified Nurse
 Nurse Executive-Board Certified
 Progressive Care Certified Nurse
 Progressive Care Certified Nurse
 Progressive Care Certified Nurse
 Certified Medical-Surgical Nurse
 Progressive Care Certified Nurse
 Progressive Care Certified Nurse
 Registered Nurse-Board Certified in Medical-Surgical Nursing
 Registered Nurse-Board Certified in Medical-Surgical Nursing
 Progressive Care Certified Nurse
 Registered Nurse-Board Certified in Medical-Surgical Nursing
 Registered Nurse-Board Certified in Medical-Surgical Nursing
 Registered Nurse-Board Certified in Ambulatory Care Nursing
 Accredited Case Manager
 Certified Medical-Surgical Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Medical-Surgical Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Emergency Nurse
 Certified Pediatric Emergency Nurse
 Registered Nurse Certified-Inpatient Obstetrics
 Nurse Executive Advanced-Board Certified
 Certified Critical Care Registered Nurse

Hemodialysis	Mildred Narcisa
LDR Suites	Achante Sellars
M/SICU	Evan Brietzke Florence Gemia Manjusha John Katherine Mishaw
Med-Surg Nursing Admin	Tamika Brown Olaitan Akintade
Medicine Clinic	Chi Pham
Mother Baby Unit	Elena Helm-Nyairo Kimberly Arnold
Newborn Nursery Level II	Ida Griffin-Massie
Observation Unit	Selona Alleyne Enrique Gutierrez
Operating Room	Jade McDonald Renee Crooks Kathryn Boschen
periOperative Serv Nursing Admin	Renee Russell Brittany Elliott
Post Anesthesia Care Unit	Estrellita Daymiel Gemma Quindara Jorge Iniguez Stephanie Rico
Pre Op Clinic	Alba Reas
Procedural Support	Ericka Bazile Pamela Chew
Quality Programs	Hortincia Williams
SICU	Crystal Noble Geri Zade Loot Gia Theresa Rufila
Women's & Infant Service Admin	AnDreya Armstead Maria D'Souza

Registered Nurse Certified-Inpatient Obstetrics
 Certified Critical Care Registered Nurse
 Registered Nurse-Board Certified in Medical-Surgical Nursing
 Progressive Care Certified Nurse
 Certified Critical Care Registered Nurse
 Oncology Certified Nurse
 Nurse Executive Advanced-Board Certified
 Registered Nurse-Board Certified in Ambulatory
 Registered Nurse Certified Maternal Newborn Nursing
 Registered Nurse Certified-Maternal Newborn Nursing
 Registered Nurse Certified-Low Risk Neonates
 Certified Case Manager
 Certified Medical-Surgical Nurse
 Certified Nurse Operating Room
 Certified Nurse Operating Room
 Certified Nurse Operating Room
 Certified Postanesthesia Nurse
 Nurse Executive Advanced-Board Certified
 Certified Ambulatory Perianesthesia Nurse
 Certified Postanesthesia Nurse
 Certified Postanesthesia Nurse
 Certified Ambulatory Perianesthesia Nurse
 Certified Postanesthesia Nurse
 Certified Postanesthesia Nurse
 Certified Radiology Nurse
 Certified Radiology Nurse
 Certified Radiology Nurse
 Certified Professional in Health Care Quality
 Certified Medical-Surgical Nurse
 Progressive Care Certified Nurse
 Progressive Care Certified Nurse
 Certified in Electronic Fetal Monitoring
 Nurse Executive Advanced-Board Certified

CELEBRATING CERTIFIED NURSES

LBJ Hospital recognizes all their nurses who have excelled in their practice by achieving their professional nurse specialty certification. Certified nurses are offered a breakfast celebration and goodie bag along with the opportunity to take photos with props at a photo booth. Based on eligible RNs, nurse certifications have increased from 23% in 2017 to 32% in 2018.





EMERGENCY CENTER INCREASED THROUGHPUT

As the state's busiest Level III trauma center with more than 70,000 emergency patient visits each year, our Emergency Center (EC) sees a large number of patients. The IMU conversion of all acute care areas helped decompress the EC by having more inpatient beds available to accept intermediate care patients.

Units were converted to IMU as a result of improving throughput. The EC has a high volume of patients with a long wait time once admitted due to the unavailability of appropriate levels of beds. Oftentimes, patients were moved from one unit to another up to five times in their stay for the hospital to "make" the appropriate bed available for the admitted patient from the EC. Therefore, to assist with improvement of throughput, LBJ made the decision to upskill the nursing units by converting the med/surg/telemetry units to IMU-capable units to eliminate the need to move patients around to accommodate new admissions. Now, if a patient in the EC needs a bed, there is no need to wait for a certain unit to discharge a patient as all units can accept and care for intermediate, med-surg, or telemetry patients. This has improved our workflow process tremendously and has allowed the assignment of beds to be much more efficient.

CODE STROKE EVERY SECOND COUNTS

In order to remove barriers to timely diagnosis, management, and disposition of patients with acute stroke, LBJ nurses worked collaboratively with physicians and other ancillary staff to develop the Code Stroke alert. The new code defines the flow of patients with acute neurologic deficits thereby reducing variability in time to diagnosis, time to treatment, and time to definitive (safe) disposition.

Rapid identification of potential stroke patients decreases the delay from door-to-CT time, as well as door-to-TPA administration times for improved patient outcomes. We have had many code strokes since implementation and Dr. Kamal has been instrumental from neurology service line in getting us this service to help meet the needs of our patients.

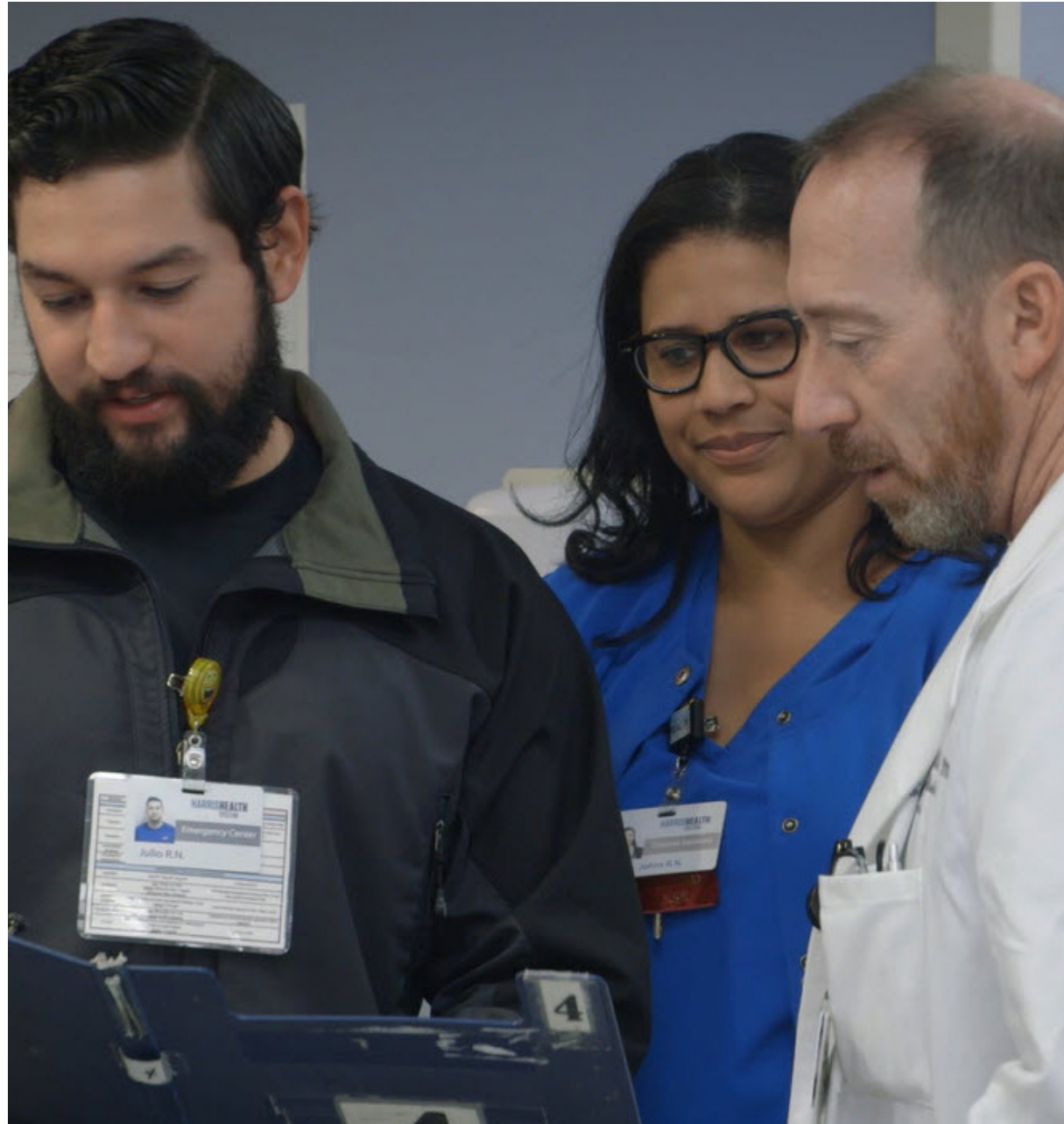
Since the implementation of Code Stroke, door-to-CT time improved by more than 50%, with a decrease from 20 minutes to less than 10 minutes.

BUILDING TRUST UNIT COHORTING

The cohorting concept fell in line with the throughput. Oftentimes, we would have delays in discharges or admissions because of spreading patient admission throughout all eight units with various teams. By cohorting two teams on each unit and “housing” them within the units, there were a number of win-win outcomes.

First and foremost, the teams have a “home” and can build trusting relationships with the staff. This change also created easy access to physicians “real-time” as they are housed on the units 24/7; increased patient satisfaction from having direct access to physicians; and increased nurse satisfaction since it eliminated the need to call and “find” physicians. Nurses can now simply knock on the team’s room doors and get an order or ask for assistance.

Additionally, the cohorting structure also called for the case manager and social worker to be physically housed on each of the units. Each unit has their own “assigned” pharmacist who has a designated workstation on the unit. The innovative change’s overall goal is for the teams to admit from the emergency center and manage their discharges appropriately resulting in a more robust workflow and throughput process.



DATA TRANSPARENCY QUALITY e-BOARDS 2.0

Data transparency is more than providing a report to the masses. Rather, it is providing easy-to-understand, actionable information that anyone can use to produce change. It is imperative information is readily available for frontline staff to become change agents. With that in mind, about two years ago, LBJ Hospital led the way in developing a culture of data transparency with the implementation of the Quality e-Boards. The goal of this initiative was to develop a methodology for increasing data awareness to our patients and direct care staff of the patient outcomes on the unit. It was imperative that all staff, physician partners, patients, and visitors not only understand, but “see” that safety is our top priority - and these e-boards reflected it.

As with many innovations, our e-boards were periodically analyzed to ensure we were providing the most useful, concise, and actionabable information and found that there was room for improvement. Our analysis indicated the previous e-boards lacked pertinent information, and the performance indicator dial of red, yellow, green to show performance was ambiguous. We determined the information provided was not enough to drive change. Direct care staff wanted and deserved more information on how they were performing, ‘hence, quality e-board 2.0 was initiated.

The team’s purpose for the e-Boards were many:

- Transparency leads to awareness and awareness leads to change.
- Creates a culture of safety through teamwork and use of evidenced-based care.
- Patient-centered approach to creating a culture of ownership and prevention.
- Nursing staff can obtain the latest information on units’ performance in nursing quality indicators.

A workgroup was formed to devise a methodology for displaying real-time data straightforward enough that anyone from patients to chief of staff could review and be able to explain. A new design was created to display six key performance indicators (KPIs) in English and Spanish (see example on next page). Each metric displays actual numbers and rates, lives affected, days free from an event, performance against goal, process measures related to the KPIs, and three bullet points on plan to achieve and maintain favorable performance.

Using communication tools, live classes, and unit consultations the quality eBoards was implemented for every unit. Each day the board is updated and discussed as part of safety huddles. With our new and improved quality e-boards along with other initiatives, we have seen a significant reduction in KPIs as such as a 53% reduction in total HAPI events, 31% reduction in CLABSI rate, and a 92% increase in hand hygiene compliance (which surpassed our goal). This innovation enables direct care staff to speak to their unit’s performance and educate our patients on what that means for their care. By moving from big data to the unit level data, the team see current performance, and tailor their practices for positive impact.

With the success of having data ready available for direct care staff to drive change, this initiative is now being adopted by our peers at BT Hospital and Ambulatory Care Services for the upcoming year.

WORKGROUP MEMBERS	
CLINICIANS	Pamela Chew, BSN, RN, CPN Tracy Brown, BSN, RN Glenda Haynie, ADN, RN Daryl Nacalaban, BSN, RN, CCRN
CLINICAL RESOURCE NURSES	Myles Matherne, BSN, RN Tashiana Roberts-Jackson, MSN, RN, CMSRN
LEADERSHIP	Yolonda Wall, MSN, RN, CPHQ (team lead) Jerry Johnson, MSN, RN, CPHQ, NEA-BC Tiffani Dusang, MSN, RN, CFN Alicia Hernandez, MSN, RN-BC, NEA-BC Mary Bossier-Bearden, MBA, BSN, RN, NE-BC
SUPPORT STAFF	Jermaine Jackson Shannon Gipson

2B Medical Surgical Unit

"PLACING OUR PATIENTS IN THE BEST POSITION TO HEAL"

FALL: unplanned rest on floor/lower level



10 Days Free

Total Lives Influenced	Month: 2	YTD: 10
How are we doing?	Goal: 2.0	Rate: 3.5 (last month)

Plan:

1. Patient education
2. Purposeful rounding
3. Safety equipment

Bundle Compliance: 85%

HAPI: sore from not relieving pressure



135 Days Free

Total Lives Influenced	Month: 0	YTD: 0
How are we doing?	Goal: 2.8	Rate: 0.0 (last month)

Plan:

1. Patient education
2. Two Hour turning
3. Out-of-bed activities

Bundle Compliance: 100%

Patient Satisfaction: Care Transition
movement from hospital to discharge location



Goal:
85%

Current:
76%

Plan:

1. Purposeful rounding
2. Clear communication
3. Discharge instructions early and often

CLABSI: germs in the blood related to device



50 Days Free

Total Lives Influenced	Month: 0	YTD: 1
How are we doing?	Goal: 2.0	Rate: 0.0 (last month)

Plan:

1. Handwashing
2. Check for need daily
3. Scrub-the-hub

Bundle Compliance: 92%

Unit Announcements

June Thomas – CCRN
June Thomas – CCRN
June Thomas - CCRN

Messages from nursing leadership can go here to staff. Maybe a Magnet Moment?!

Quotes, quick tidbits, the 411, events, information, etc.

CAUTI: germs in the urine due to device



0 Days Free

Total Lives Influenced	Month: 1	YTD: 5
How are we doing?	Goal: 2.0	Rate: 0.0 (last month)

Plan:

1. Handwashing
2. Check for need daily
3. Proper positioning of tube/bag

Bundle Compliance: 95%

Days Since Last Serious Safety Event (≥ Level 6): 210

Current Handwashing Compliance: 89%

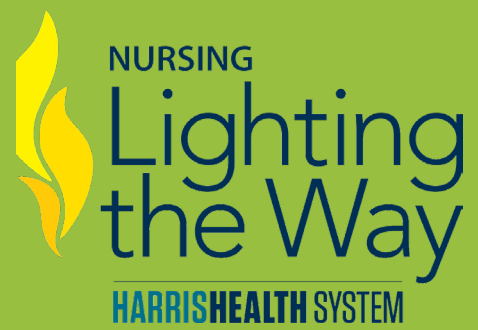




**SATISFIED
PATIENTS
COME FROM
SATISFIED
NURSES**

Our patients can see the empathy in our eyes
Because our compassion we cannot disguise
Our patients can feel our healing hand
Because of our profession for which we stand
Our patients can hear the happiness in our voice
Because working here is our choice!

Written by Valerie Echeverry BSN, RN, CCRN
Ben Taub, 6F Coronary Care Unit



www.harrishealth.org