

HARRISHEALTH SYSTEM

2021 NURSING ANNUAL REPORT

ACHIEVEMENT DURING CHALLENGE



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As I reflect on the past, I am very proud to have joined the Harris Health System family in June 2021. I experienced quite a few personal challenges prior to assuming my new role as Chief Nursing Executive. However, I am so glad my life's journey led me down this path. While I acclimated, Harris Health encountered its own challenges that affected all of us.

We had just started our second year of the COVID pandemic when the Delta variant hit hard. I was humbled to see the response of our nursing teams as you pulled together to fulfill our mission. I still find it difficult to describe the amazing ways you all took care of the surge of COVID patients, as well as each other. You were thoughtful, courageous, dedicated, resilient and compassionate!

Just when we thought perhaps, we had seen the worst of the pandemic, Omicron arrived. I was not surprised by your heroic response to this new surge, but this time, the challenge was a bit tougher as many of you contracted COVID yourselves.

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The highly infectious Omicron variant made us all so acutely aware of our own susceptibility. I am eternally grateful that Omicron did not cause the same life-threatening illness we saw in 2020 and that vaccines have made such a difference.

This year's nursing annual report theme, "Achievement During Challenge," is an accurate summary of our experience. Despite facing new, persistent and seemingly overwhelming challenges, we managed remarkable achievements. This annual report highlights many of them. And while I was not with you for the first five months of 2021, I am no less impressed by or proud of all that you accomplished.

We are not home free by any means, but having lived through and learned from the challenges of 2021, we are better prepared for whatever future challenges come our way. Together, we can face anything.

Thank you all for the professionalism, commitment, empathy and continued dedication you show to our patients and fellow employees every day!



Jacqueline "Jackie" Brock, DNP, RN, NEA-BC, TCRN
Executive Vice President/Chief Nursing Executive



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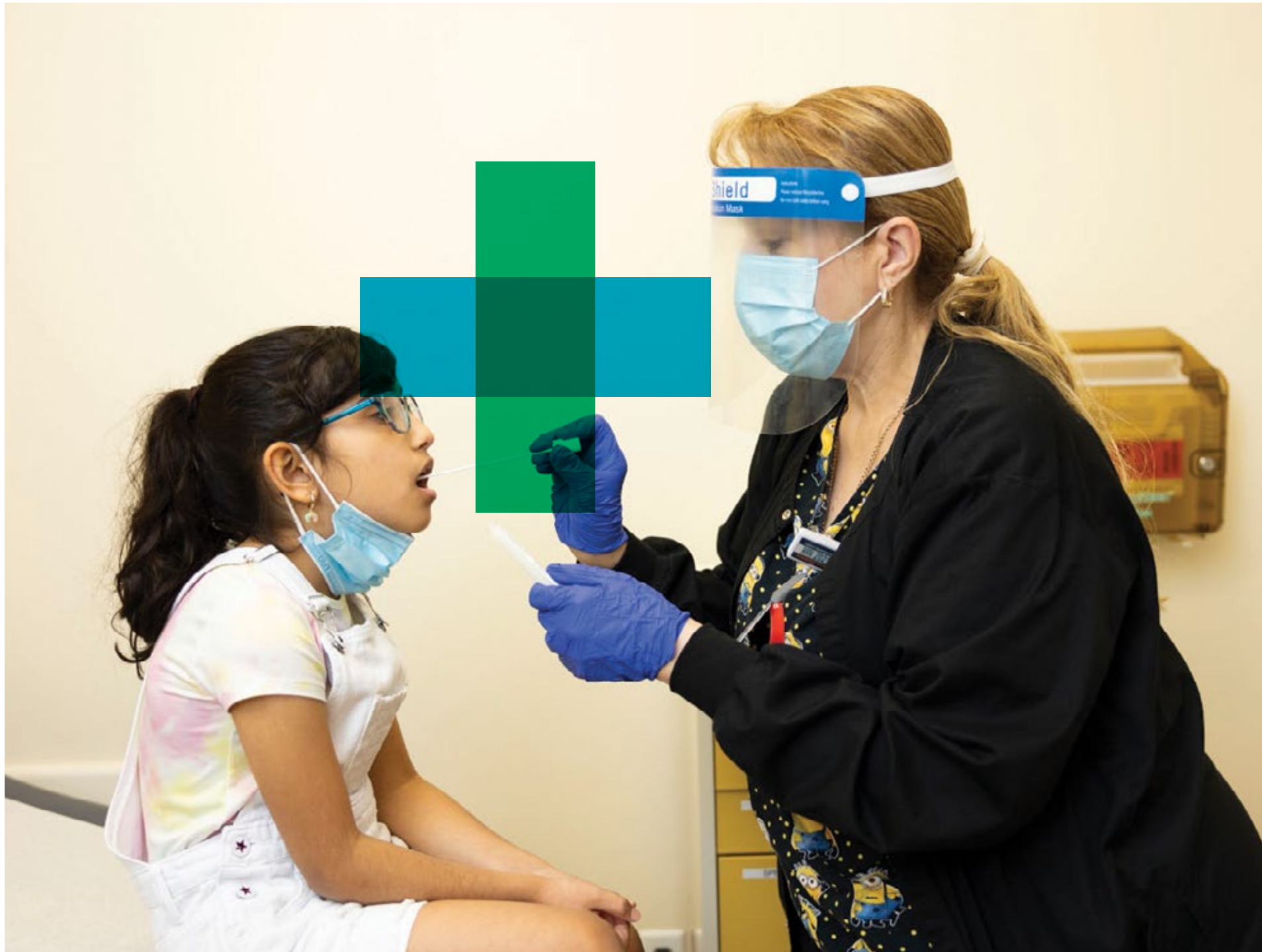


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PURSUING NURSING EXCELLENCE EVERY DAY

Harris Health System continues to strive to be a premier public healthcare institution, from our hospitals and health centers to our specialty clinics and community outreach programs. Nursing plays a vital role.

Despite numerous ongoing challenges, including the seemingly never-ending COVID-19, we worked to improve our performance and maintain our reputation of excellence for the benefit of the people we serve and the nurses who serve them.

Nursing Informatics Team

In 2021, Harris Health established a Nursing Informatics department. This relatively small team celebrated several successful project implementations related to our journey in becoming a high-reliability organization. Some of the recent successes are:

- Barcode medication scanning compliance reports
- Validation metrics for the CXO dashboard
- Proactive rounding to identify potential safety issues
- Participation in quality and patient safety measures related to skin/wound care, sepsis, blood transfusions, specimen collection and more

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Harris Health Hospitals Earn Magnet® Recognition

Since before 2009, Harris Health Nursing has been working on the strategic goal to earn Magnet Recognition. In 2019, Harris Health Ben Taub and Lyndon B. Johnson hospitals submitted their Magnet applications. Nursing staff welcomed ANCC site surveyors to LBJ Hospital during a virtual visit in July 2020 and then at Ben Taub Hospital in September 2020. Later in 2020, Harris Health Nursing received official word that both hospitals had achieved their ambitious goals.

Magnet Recognition represents the gold standard for nursing excellence and a public recognition of outstanding healthcare facilities. The application process is itself a challenge. A healthcare system must exhibit evidence of well-prepared leaders, shared decision making, use of evidence-based practices and the implementation of innovative professional standards across the continuum of care. Processes must also exceed national benchmarks for patient care outcomes. During LBJ's and Ben Taub's site visits, both hospitals held meetings with clinical nurses and leadership and visited many of the clinical nursing units and nursing support departments.

These site visits are an opportunity to show surveyors how the five Magnet model components have become a part of our organization's culture.

Components of the Magnet Model

1. Transformational Leadership
2. Structural Empowerment
3. Exemplary Professional Practice
4. New Knowledge, Innovations and Improvements
5. Empirical Outcomes

Aside from the external prestige of earning Magnet Recognition, this honor also lets the world know that we recognize the invaluable potential of our nursing teams. In the U.S., only 8.62% of all registered hospitals earn Magnet recognition. LBJ and Ben Taub hospitals now join 530 current healthcare organizations worldwide to have this prestigious honor. Congratulations to Ben Taub and LBJ hospitals for garnering this prestigious award.

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HARRIS HEALTH BEN TAUB HOSPITAL ACHIEVEMENTS

Conquering COVID

The pandemic continued to challenge the nursing staff at Ben Taub in 2021. Many units remained designated COVID-only units. To accommodate additional patients, the Emergency Center operationalized eight beds in their medical tent.

Unit 6E has functioned as a dedicated COVID ICU since the beginning of the pandemic in 2020. Due to an increase in ICU volume, 4D was converted to a COVID ICU as well. These two specialized ICUs often faced staffing shortages due to the level of expertise needed to care for the high acuity of COVID patients needing intensive care. In addition to onboarding crisis and contract nurses to help with the workload, the unit also created a dedicated proning team as an additional resource for the clinical staff.

Proning teams received specialized training to ensure patient safety. Nurse managers routinely stepped out of their administrative role to function as charge nurses to support staff providing bedside care. These initiatives assisted the ICU teams to sustain safe staffing-to-patient ratios.

Unit 6B was also a dedicated COVID unit. This unit provided care for medical-surgical COVID-positive patients. The unit implemented several infection-prevention strategies to prevent cross contamination and conserve limited personal protective equipment (PPE). Establishing clean and dirty zones by floor markers was one of the most effective strategies for conserving PPE. Unit leadership provided training and adjusted staffing ratios to monitor oxygen saturation continuously for COVID patients, which prevented transferring patients to another unit for a higher level of care.



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During the surge, clinical and ancillary staff from the Post Anesthesia Care Unit, Preoperative Holding area, Gastroenterology Lab, Anesthesia Clinic, Vascular Lab and Interventional Radiology were redirected to other areas of the hospital, including some inpatient units to offset the severe staffing shortage. The redirected staff were quick to assist with a variety of tasks outside their normal scope of work. Some were deployed in hospital entrances to screen patients and staff for COVID while others went to inpatient and unfamiliar units determined to provide safe care to patients.

Nurses at all levels collaborated throughout the pandemic to provide quality care to our patients. Sustaining patient safety during a crisis reflects the hard work and commitment of Harris Health nurses.

National Recognition for the Chest Pain and Stroke Program

The Ben Taub Chest Pain Team recognized that door-to-EKG median times had doubled for three consecutive months. The delay had the potential to negatively impact patients experiencing a heart attack. The emergency center teams developed a split-flow triage process that prioritized patients presenting with chest pain. The new triage flow project led to historic low door-to-EKG median times. The improved process, better performance and community outreach efforts earned Ben Taub's Chest Pain Team American College of Cardiology's PCI Chest Pain Center Accreditation.

In addition, Ben Taub received eight national recognitions for the treatment and care of heart attack, heart failure and stroke patients from the American Heart Association and the American Stroke Association. Ben Taub Hospital and Baylor College of Medicine have built a reputation of excellence in treating stroke and heart patients.



Ben Taub Hospital earned these national recognitions in 2021:

- Mission: Lifeline STEMI Gold Plus
- Mission: Lifeline NSTEMI Gold
- Get With The Guidelines – Heart Failure Gold Plus
- Target: Heart Failure Honor Roll
- Target: Type 2 Diabetes Honor Roll – Heart Failure
- Get With The Guidelines – Stroke Gold Plus
- Target: Stroke Elite Honor Roll
- Target: Type 2 Diabetes Honor Roll – Stroke

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“I am so proud of our collaboration across Harris Health to create an environment that allowed us to bring our authentic selves to the bedside benefiting both clinicians and patients.”

Antoinette “Toni” Cotton, MHA, BSN, RN, NEA-BC
Chief Nursing Officer, Ben Taub Hospital

Level I Trauma Center Status

Harris Health Ben Taub Hospital Level I Trauma Center was recertified in 2021 by the American College of Surgeons (ACS) Committee on Trauma. This comprehensive review for recertification is required to verify that the hospital is performing and maintaining the highest standards of care for trauma patients. During this review cycle, over 4,300 trauma cases were eligible for review.

Staff members of the trauma team reviewed hundreds of patient charts to identify the best cases that matched the review criteria.

The ACS reviewers were very complimentary of the chart selection process, as they were able to review complex cases with various issues to see how the trauma team handled and resolved the various trauma cases.

The performance improvement initiatives received high marks as well as the trauma team itself. The reviewers were impressed with the team’s demonstrated improvement of trauma diversion hours.

Overall, the site visit was a tremendous success. Ben Taub was reaccredited as a Level I trauma center and commended for many innovative initiatives to care for Harris County’s most complex trauma cases. The reviewers recognized that every member of the hospital staff works together at the highest level to save lives every day.



“I want to personally convey my gratitude to the front-line nurses and nursing leaders who exemplified an undefeatable spirit in the face of unprecedented hardships and countless challenges.”

Antoinette “Toni” Cotton, MHA, BSN, RN, NEA-BC
Chief Nursing Officer, Ben Taub Hospital

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HARRIS HEALTH LYNDON B. JOHNSON HOSPITAL ACHIEVEMENTS

COVID-19 Relief

In January 2021, COVID-19 continued to spread, and it unleashed a new Delta variant. With the increase in patient admissions and severity of the virus, nursing staff was in dire need of staffing assistance. Ambulatory Care Services stepped up, once again, to support inpatient units, closing some of its clinics to deploy staff to serve as surge-assist nurses. The additional support staff allowed units to change the staffing mix and offer safe patient care. LBJ Hospital also expanded COVID units to accommodate the influx of patients, as well as set up additional medical tents for the emergency center staff to triage COVID patients outside of the building.

In August 2021, LBJ Hospital enthusiastically welcomed traveling healthcare professionals from across the country, including 40 nurses and 10 respiratory therapists. This much-needed reinforcement to fight COVID-19 helped the LBJ team for twelve weeks in the Emergency Center, the medical and surgical ICUs and Unit 3A, a designated COVID unit.

LBJ Chief Nursing Officer Derek Curtis, DNP, MA, RN, NEA-BC, acknowledged the staffing difficulties during the COVID surge. “We have been fighting for a long time without additional resources,” he said. “Our patients remain our top priority. Without this help, our patients would suffer. We appreciate our crisis support. I can’t say ‘thank you’ enough.”

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Creative Thinking of the Gastroenterology Lab

As LBJ Hospital experienced the third COVID-19 admissions surge, the EC and ICUs, like others in the Texas Medical Center, began operating beyond maximum capacity. The LBJ Command Center tasked the Engineering Department and periOperative Services to convert the post-anesthesia care unit (PACU) area into an open COVID ICU with negative-pressure rooms. This forced the Gastroenterology Lab to decrease their case volume significantly because of a lack of recovery space.

With a backlog of over 1,000 endoscopies of primarily medically underserved patients already at increased risk for cancer, the GI Lab team felt they could not afford to stop performing this life-saving procedure.

In response, the GI Lab compressed their usual workspace into a pre-op, procedural area and PACU. They removed a stretcher and added three recliner chairs to serve as the pre-op bay. Once a patient was prepared and all consents completed, the patient moved to the procedural room. At the end of the procedure, three recovery beds were available for endoscopy nurses to recover the patients. By doing this, the GI Lab was able to continue operating without cancelling any patients. By September 20, 2021, the GI Lab had recovered 144 of 158 patients who were served during the PACU conversion.

The goal was to continue providing GI procedures and reduce patients' risk for advanced stage cancer. Thanks to the GI Lab's continued work in the redesigned work area, 15 patients received early screening to help prevent advanced cancer.

“Please know that I consider you true heroes and I have been proud to fight next to you. We are forever conquerors.”

Derek Curtis, DNP, MA, RN, NEA-BC
Chief Nursing Officer, LBJ Hospital

Five male patients were identified with a positive Fecal Immunochemical Test (FIT) with an 80% positivity rate for cancer, and 10 female patients were identified with a positive FIT that has a 30% positivity rate. The national benchmark for adenoma detection rate is 30% for males and 25% for females.

Three weeks later, when the hospital hired more nursing staff and the number of COVID patients decreased, the PACU returned to its original function. The GI staff's resiliency during this difficult time, working as a team and thinking outside the box, made it possible to continue serving the community.

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The “Aha” Moment: A Wound Care Workgroup Makes the Difference

Early February 2021, the LBJ Acute Care Services leadership team identified that compliance with wound care documentation was 65%, approximately 30% below Harris Health’s established compliance documentation threshold. The strategy for improvement was the 3x3 approach:

- Three teams consisting of wound care nurses, a nurse manager, clinical resource nurses and the director of nursing identified the top three problems,
- They formed three strategies to address the problems and
- Identified three ways to validate the improvement interventions for three consecutive months.

LBJ’s commitment to improve the compliance rate resulted in the team launching the interventions in March 2021. Thanks to the commitment of the team and a targeted intervention plan, by November 2021 the LBJ Acute Care team recorded a 99% documentation compliance rate. Congratulations to the LBJ Hospital Acute Care team for a job well done!

Comprehensive Fall Prevention Initiatives

Team members of 2B faced multiple challenges in 2021. The team was displaced due to ongoing remediation efforts and led the hospital in patient fall incidences in the third quarter of the year. The unit’s leadership team, in partnership with other key nursing leaders, met to review the data and identify potential issues contributing to the high number of patient falls. After careful and strategic planning, the team implemented initiatives to include the charge nurse rounding every four hours in addition to hourly rounding by nursing staff. The team also held huddle discussions on a regular schedule, used chair alarms for all patients who were able to get out of bed and posted Morse Fall Scale scores in two visible areas of every patient room.

The team attributed these measures and coordinated efforts to the reduction in patient falls on the unit. 2B proudly celebrated 100+ days free of patient falls. Congratulations to every member of the 2B team for embracing improvement measures and in helping Harris Health on the journey of becoming a high-reliability organization with zero patient harm.

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Geriatric Emergency Department Accreditation

Elderly abuse among seniors is an ongoing concern that doctors and nurses see as emergencies all too often. The staff of the LBJ Emergency Center conducted specialized training to identify signs of abuse and social issues and perform screenings for delirium, dementia and fall risk affecting older patients. The American College of Emergency Physicians awarded them the Bronze Standard Level 3 Geriatric Emergency Department Accreditation (GEDA) for their efforts.

GEDA is the recognition of best practices in the emergency center that enhance the care of older individuals. The recognition includes three levels of designation based on the achievement of best practices employed by emergency clinicians and administrators. The accreditation process examines more than two dozen best practices for geriatric care.

Training staff to look for signs of neglect or abuse like unusual bruising, hunger or loss of mental acuity, we also connect hospital patients to experts who can help address some of these issues. The clinical teams also engage dieticians to address food insecurity and provide a connection to reliable food sources. In the letter from the American College of Emergency Physicians, they commended LBJ Hospital for efforts signaling “that your institution is focused on the highest standards of care for your communities’ older adults.”



“Many of us lost family members and friends to this pandemic, yet we found strength to keep moving forward as we cared for the constant surge of patients.”

Derek Curtis, DNP, MA, RN, NEA-BC
Chief Nursing Officer, LBJ Hospital

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HARRIS HEALTH AMBULATORY CARE SERVICES ACHIEVEMENTS

Surge Staffing During COVID

During the first surge of the COVID-19 pandemic, nurse leaders faced severe staffing challenges. When Ben Taub and LBJ hospitals needed additional support, nurse leaders across Harris Health collaborated to implement an innovative surge staffing model to meet patient needs and enhance nurses' ability to practice at the top of their license. They communicated their plan during in-person huddles and meetings to deploy Ambulatory Care Services (ACS) nurses to level up to medical-surgical units in the hospitals.

Nursing staff completed online modules and in-person skills training to prepare prior to reassignment for inpatient care. Staff also received education on the expectations of their expanded role and responsibilities.

Nurses functioned as nurse assists when leveled up, while unlicensed supportive personnel served as patient care assistants or patient safety sitters, depending on their expertise and experience. The level-up of ACS staff as nurse assists with additional ancillary support staff from lower to higher acuity allowed expansion of the standard nurse-to-patient ratio during normal operations. Thus, the surge staffing model helped to support increased patient care requirements.

ACS nurse leaders provided emotional support through frequent rounds on COVID-19 units and other areas where ACS staff were reassigned. Staff appreciated the leadership rounds, check-ins and updates on the successes in COVID-19 care, which helped boost morale. After the conclusion of each redeployment, ACS nurse leaders arranged welcome-back parties to show gratitude and recognize staff for their hard work and dedication.



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ACS nursing staff were redeployed an additional three times to help take care of COVID-19 patients in the hospitals. During each of the additional three COVID-19 surges that followed, two clinics were temporarily closed to support the hospitals. ACS nursing staff were frontline heroes who demonstrated resilience and courage in their efforts to level up to the hospitals during all four staffing surge reassignments.

Professional Development and Nurse Certification

Harris Health Nursing Leadership, in partnership with ACS Leadership, committed to improve the number of certified nurses in the ambulatory care setting.

To develop a well-structured and comprehensive plan, we surveyed staff to hear their thoughts regarding barriers to achieving ambulatory care certification. Their feedback revealed a perceived lack of resources and support. Leadership implemented new strategies to combat these perceptions and promote certification.

To begin, the program offered a free two-day certification review course to all ACS nurses interested in pursuing specialty certification from the American Academy of Ambulatory Care Nursing (AAACN). The Harris County Hospital District Foundation provided grant funds to purchase certification books for the review course. Grant funds also supported those interested in attending a professional development conference.

To underscore the importance of obtaining AAACN certification, the topic became a standing agenda item at team meetings. Leadership reminded staff of the certification bonus award, the financial resources available for those interested in pursuing certification and the personal and professional benefits of becoming certified. Also offered were professional

development benefits including paid education days to attend certification review courses as well as access to continuing education courses to maintain certification and tuition reimbursement for nurses pursuing an advanced degree.

Efforts resulted in 11 nurses successfully obtaining ambulatory care nursing certification. Leadership continues to foster a culture of professional development and actively supports certification efforts.

Clinical Grants Helping Vulnerable Patients

The Clinical Grants Team is responsible for the Family Planning, Healthy Texas Women and Title V Maternal, Dental and Child programs. Grant funds allow Harris Health to provide comprehensive health services to patients who may not otherwise receive the care they need. Historically, these programs have had challenges meeting and/or exceeding the 80% compliance benchmark for documentation of screening questions related to patient history, immunizations and patient education.

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The clinic triads and the Clinical Grants Team agreed to implement initiatives to improve compliance documentation. One initiative included developing a hard-copy reference tool for staff. Another included the development of a smart text to capture completion of patient education requirements in the patient's electronic health record. Staff received education and training on the commonly missed documentation requirements and the tools implemented to address them.

All four programs exceeded the 80% compliance benchmark for the first time since the formation of the Clinical Grants Team. Below are Harris Health's most recent Title V compliance records by program:

- Maternal: 96%
- Maternal Dental: 89%
- Title V Child: 92%
- Healthy Texas Women: 81%
- Family Planning: 83%

Additionally, the Clinical Grant Team wanted to address low patient volume for the Title V Maternal Dental program. They met to discuss opportunities for process improvement to increase patient volume and program participation. The team aligned community health workers and patient access management workflows to create efficiencies in patient outreach, education and in providing Title V applications for those eligible.

"I want to extend my heartfelt thanks to all ACS nursing staff who rose to the challenges and provided excellent care to our patients during the COVID-19 pandemic. We are forever conquerors."

Matthew Schlueter, PhD, MBA, RN, NE-BC and PHN
Chief Nursing Officer, Ambulatory Care Services

As a result, the Title V Maternal Dental volume increased from zero to two patient visits per month to 20 patient visits per month, all in a four-to-five-month period. The team reached its year-to-date target in patient volume and was able to use the full amount of Title V funds as designed.

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Congratulations to the Clinical Grants Team for improving compliance documentation and patient education and for addressing low patient volumes. The team's hard work translated to better health and improved care for approximately 18,000 patients. The Clinical Grants Team continues to advocate for health equity and mitigation of health disparities in the community.

Combatting Opioid Use Through OBAT

Access to treatment for substance use disorders has become increasingly difficult due to an increase in demand for mental and behavioral health services and limited resources. Harris Health adopted the Massachusetts model of Office Based Addiction Treatment (OBAT), a program aimed at providing substance abuse treatment in the primary care setting to improve access for patients.

The OBAT program involves a nurse with case management experience working closely with

physicians to provide an initial assessment and to manage the intake process as well as the induction, stabilization and maintenance phases of the treatment plan. Currently, Harris Health provides access to the OBAT program in two clinic locations. The treatment regimen includes addressing the physical, social, behavioral and mental health needs of the patient. The care team uses a multidisciplinary approach to ensure collaboration between the physician, nurse, psychiatrist, behavioral therapist, social worker, case manager, patient educator, pharmacist, information technology, and other community resources deemed helpful in the recovery process.

The OBAT Team was awarded three grants to provide care for all Harris Health patients and to provide funding for advocacy efforts for reducing overdose deaths and improving the quality of life for patients. Congratulations to the OBAT Team for remaining committed to championing better health for the medically underserved in our community.



“ACS Nursing achieved its highest ever patient satisfaction ratings, surpassing previous year’s performance as well as the current stretch goal.”

Matthew Schlueter, PhD, MBA, RN, NE-BC
Chief Nursing Officer, Ambulatory Care Services

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OPPORTUNITIES

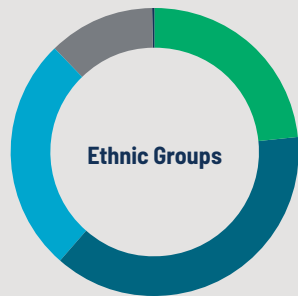
ADVANCEMENT PROGRAMS

DISSEMINATED SCHOLARLY
ACTIVITIES

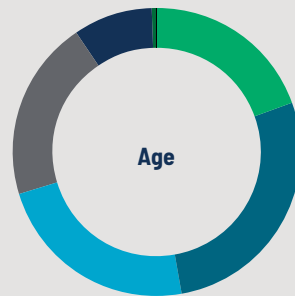
PROFESSIONAL DEVELOPMENT

AWARDS AND RECOGNITION

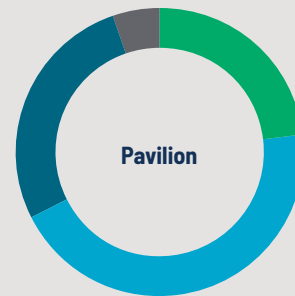
HARRIS HEALTH SYSTEM NURSING STAFF BY THE NUMBERS



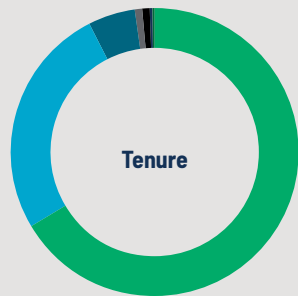
Asian **860**
 Black **1,389**
 Hispanic **969**
 White **433**
 American Indian **4**



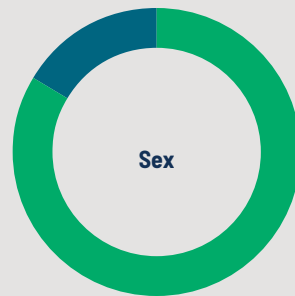
<20 **10**
 20-29 Years **705**
 30-39 Years **1,016**
 40-49 Years **845**
 50-59 Years **739**
 60-69 Years **329**
 70 Years and > **11**



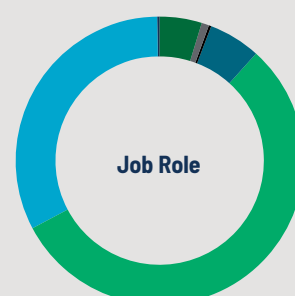
Ambulatory Care Services **847**
 Ben Taub Hospital **1,624**
 Lyndon B. Johnson Hospital **997**
 System Administration **187**



0-4 Years **2,429**
 5-9 Years **961**
 10-14 Years **185**
 15-19 Years **35**
 20-24 Years **31**
 25-29 Years **11**
 30 Years and > **3**



Female **3061**
 Male **594**



Administrative Clinical Support **175**
 Administrative Professional **38**
 Administrative Support **10**
 LVN **208**
 RN **2,026**
 Unlicensed Clinical Support **1,195**
 Non-nursing Manager **3**

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PCA EXTERNSHIP | REACH FOR THE STARS

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Patient Care Assistant Externship

In July 2021, Harris Health System partnered with Capital Idea Houston to launch an eight-week Patient Care Assistant Extern Program offering participants the practical work experience, skills and knowledge to become a patient care assistant. Open to eligible Harris Health employees and community members, the program's inaugural class comprised 10 recent graduates from the Barbara Jordan High School, 7 external candidates, and 10 Harris Health employees.

Program participants receive mentorship and support from Harris Health leaders and Capital Idea case managers while working a full-time schedule within various inpatient hospital units at Ben Taub and LBJ.

They also prepare to obtain a certified nursing assistant (CNA) certification through Houston Community College. Upon program completion and CNA certification exam, externs are eligible to apply and be hired for PCA positions. This is another example of how Harris Health's nursing team is training the next generation of healthcare providers.

Reach for the Stars Nursing Scholarship

Thanks to a generous charitable organization, Harris Health employees can receive scholarships to offset the financial strain of becoming a registered nurse.

Since the Reach for the Stars Nursing Scholarship Program began in 2020, there have been four application cycles. Five employees received scholarships with one graduating in May 2021

PCA EXTERNSHIP

Graduates

- Ashley Acosta
- Alexia Alexander
- DeMesha Buggage
- Joel Cortez
- Angela I. Curtis
- Lucas Francisco Estrada
- Sergio A. Ferreira
- Wendy Gonzalez
- Eutrice Marie Gooden
- Joselyn Nicole Limardo
- Shanetra Mays
- Omorose Asha Monroe
- Crystal Montoya
- Stephanie Moran
- Kimberly Ramirez

Lizeth Berenice Avalos
Rojoas

Aaron Rose, Jr.

Melody Santiago

Melissa Soria

Michelle Tamez

Juana Trujillo

Shannon Linette Truscott

Ludwika Villanueva

REACH FOR THE STARS SCHOLARSHIP

Bachelor of Science in Nursing

LaDonna Burley

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Nurse Residency Program

Twice a year, in spring and summer, Harris Health welcomes graduate nurses to the 12-month Nurse Residency Program. The program consists of two phases to transition new nurses into their roles as professional nurses. Graduate nurses are a critical part of our nursing pipeline as they actively engage in quality, evidence-based practice and professional development.

Nursing Clinical Advancement Program

The Nursing Clinical Advancement Program acknowledges and rewards RNs for their achieved levels of practice, which serve as a foundation for professional standards and recognition, and compensation policies.

NURSE RESIDENCY

Spring

Sarah Abdulmooti
Rania Alvi
Hazel Bayaborda
Brittney Bennett
Andrewlena Bingham
Emily Bish
Erin Boldt
Margarita Calvo Armijo
Kevin Castillo Sandoval
Ly Dao
Sabrina Dauphin
Cynthia Davila Bermudez
Kimberly Del Toro
Helen Dinh
Cynthia Etakibuebu
Elisa Fredella
Hien Ho
Sarah Hong
Susan "Michele" Horton
Tuyen Huynh

Vanessa Iweanya
Nathaniel Johnston
Eboni Jones
Kendrick Katigbak
Veronika Kirienko
Maxmillah Koskei
Ngan Le
Thomas Leicht
Tearra Lewis
Alondra Martinez Almanza
Angie Meus
Savannah Miller
Cami Mullins
Rinelle Myre
Meera Nair
My Le Nguyen
Sara Nuncio
Katherine O'Connor
Nicole Okafor
Alessandra O'Kaitland
Ian Ortiz
Khushbu Patel
Morgan Peterson

Steffie Philip
Jaselysse Rivera
Destiny Robinson
Patricia Rosa
Anisha Salex Mathew
Katelyn Santerre
Jordan Schirber
Amanda Schneider
Simisola Sule
Sharon Sunny
Megan Swanson
Jennifer Tran
Alivia Treadaway
Joshua Ugat
Lauren Vazquez
Grace Warren
Ashley Wechsler
Clayton Wilkinson
Summer
Precious Abah
Chidiebere Agu
Dinorah Alarcon
Olubunmi Amosu

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PUBLICATIONS

Macapagal, F., Bonuel, N., Rodriguez, H., & McClellan, E. (August 2021). Experiences of patients using a fitness tracker to promote ambulation before a heart transplant. *Critical Care Nurse*, 41(4), e19-e27.

Varghese, J., & Moss, E. (2021). The power of influence: Nurses' role in advocacy and the legislative process. *AAACN Viewpoint*, 43(5), 12-13.

PODIUM PRESENTATIONS

International

Chacko, M., Arnold, K., Goldberg, A., Nugent, K., Suico, R., Wilson, T., & Kirksey, K. (2021). Multidimensional factors that impact nurses' sense of engagement, resilience and intent to stay employed. Sigma Theta Tau International Creating Healthy Work Environments Conference. Austin, TX.

Crement, H., Chapa, M. Davis, P., Dusang, T., El-Khalil, N., Hernandez, A., Lundeen, S., Mack, R., Manthey, M., Menard, B., Riley, S., Sampson, T., Smiley, K., Suico, R., Townsend, E., Winchester, D., & Kirksey, K. (2021). Using an evidence-based approach to mitigate workplace violence. Sigma Theta Tau International Creating Healthy Work Environments Conference. Austin, TX.

Fransaw, J., Bah, I., Nzeadu, H., Windle, P., Suico, R., & Kirksey, K. (2021). Prayer versus CAM therapies in mitigating COVID-19-associated challenges and enhancing adaptive resilience. Sigma Theta Tau International Creating Healthy Work Environments Conference. Austin, TX.

Kirksey, K., Bush, A., Cummings-Thompson, E., Lara, L., Ramirez, D., Suico, R., & Windle, P. (2021). Promoting clinical outcomes: Evidence-based, patient-centered approaches to prevent HIV transmission in transgender women." Sigma Theta Tau International Biennial Convention. Indianapolis, IN, USA.

Lundeen, S., Moore, L., Davis, P., & Lahue, J. (2021). Cultivating engagement using our nursing professional practice model. Sigma Theta Tau International Creating Healthy Work Environments Conference. Austin, TX.

McGlory, G., Boschen, K., Manning, B., Purvis, D., Reji, A., & Kirksey, K. (2021). Optimizing patient outcomes: Assessing skin integrity in persons with darker skin pigmentation. Sigma Theta Tau International Creating Healthy Work Environments Conference. Austin, TX.

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POSTER PRESENTATIONS

National

Aguilar, M., Crary, K., Ibanez, R., LaHue, J., Ramirez, C., & Wong, M. (2021). Nurse care managers in a safety net system OBAT program. Global Conference on Addiction Medicine, Behavioral Health and Psychiatry. Orlando, FL.

Bare, K. & Yell, J. (2021). Implementation of Tai Chi for falls prevention during the pandemic. 6th Annual Injury Prevention Professionals Virtual Symposium. American Trauma Society. Virtual.

Dompreh, G. (2021). Making HAPI history. Wound Ostomy and Continence Nurses Society. Orlando, FL.

Fields, T., Greer, K., & Mani, J. (2021). Becoming adept at bowel prep: optimizing cleansing for colonoscopy. AORN Global Surgical Conference and Expo 2021. Orlando, FL.

Gonzales, I., Acosta, A., Barber, D., Nunn, K., Quintero, M., & Rico, S. (2021). Enhancing first case on time starts: Innovative solutions. AORN Global Surgical Conference and Expo 2021. Orlando, FL.

Hernandez, A., & Curtis, D. (2021). Cohort model to drive care coordination and impact care transitions. 2021 ANCC Magnet Conference. Atlanta, GA.

Lundeen, S. (2021). Building a collaborative framework for an innovative and meaningful maternal quality assurance, performance improvement program. AWHONN Convention. Orlando, FL.

Zare, M., & LaHue, J. (2021). Office based addiction treatment in a safety net system. Global Conference on Addiction Medicine, Behavioral Health and Psychiatry. Orlando, FL.

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NEW DEGREES

Bachelor's Degree

Precious Abah
Irene Aletor
Isabel Avellaneda
Ladonna Burley
Renita Chambers
Yu Wen Chao
Ebelechukwu Emmanuel
Miranda Hansom
Monai Huston
Soji Joseph
Christi Magdos
Shaunte Morant
Carla Ramirez
Andrew Rich
Sarah Stephens
Patience Thomas
Deandria Winchester
Jasmin Wise

Doctor of Nursing Practice

Michael Buckner

Master's Degree

Thomson Abraham
Danielle Adams
Dezeria Collins
Florence Dedeibe
Precious Henderson
Joseph Hutchins
Rukayat Idris
Reshay Mayfield
Basilia Okolie
Cheryl Oliver
Cecilia Ragsdale
Ann Roy
Maria Taylor
Veronica Tillis
Becky Zwahr

CERTIFICATIONS

Acute Care

Jason Deal

Advanced Nurse Executive

Naoshia Carroll
Antoinette "Toni" Cotton
Karen Elkowitz
Joshua Harris
Angela Koerner
LaToya Woods

Ambulatory Care

Natasha Abney
Carla Braboy
Rosalind Edmond
Precie Maureen Mahinay
Cheryl Oliver
Consuelo Puga
Robin Robaszkiwicz
Diana Salinas

Mary Swann
Christa Wall
Barbara Williams

Ambulatory Perianesthesia

Stephanie Galvez

Clinical Case Management

April Bailey
Leny Bayawa
Dimple Biju
Jocabed Osoria
Karina Palacios

Critical Care

Brett Baker
Prince Andrew Balason
Leann Dieu
Florence Gemia
Joshua Harris
Catherine Hellmann
Megan Meyer
Michael Shinder



Katherine Tseng
Alixandra Vallier
Jacob Schapson

Diabetes Educator

Elizabeth Fike

Dialysis

Reshay Mayfield

Electronic Fetal Monitoring

Alixandra Vallier

Emergency

Christie Ahmadi
Melanie Bellinoski

Rocio Carreon
Annyka Delos Santos
Hannah Goethe
Elias Gomez
Jaime Joshua
Morgan Lembo
Shawn Lene
Billy Maddox
Andy Maldonado
Kellie Moehlig
Nicole Morales
Katherine O'Connor
Kitty Oro
Gabriela Oxford
Sarah Stephens

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Family Nurse Practitioner

Saramma Russell

Healthcare Quality

Candelaria Frankoff
Morufat Olisa-Alatishe
Kim Rogers
Veronica Tillis

Infection Control

Rheavia Rodgers
Maria Taylor
Valencya Walker

Informatics

Joseph Kunisch
April Saathoff

Infusion

Frances Bowie-Roberts
Siu Lim
Suja Manyamma
Lourdes Portillo

Maternal Newborn

Aleksandra Bochus-Gawronska
Felicia Jones

Medical-Surgical

Isabel Avellaneda
Shangrila Bicol
Miranda Boggs
Agnes Enriquez
Brenda Escobar
Alejandra Garza
Vicky Huang
Bridget Munezero
Jamie Myers
Gladly Orehuela
Jennifer Mark Osondu
Bethany Partlow
Marie Robin

Neonatal Intensive Care

Kara Brushett
Nancy Mojica
Lynn Pascual

Maribel Villa

Nephrology

Arlene Cabugao

Neuroscience

Monina Tovar

Nurse Executive

Marguerite Adetunji
Bridgette Estes
Kathy Fisher
Katie Kerbow
Sara Morales
Monique Rhodes
Lakeshia Williams

Nurse Manager and Leader

Hayate Ali
Monica Herrera

Obstetrics

Alixandra Vallier

Oncology

Sharon Bradford

Dezeria Collins

Precie Maureen Mahinay
Virginia Wilbanks

Patient Safety

Rosemarie Lopez

periOperative

Faith Agha
Melissa Bowers
Georinda Lampong
Juan Morales

Progressive Care

Isata Bah
Rebekah Clanton
Florence Gemia
Lillykuty Johnson
Nohemi Ledezma
Lorena Lozano
Mercelyn Mejia
Joyal Shibu

Psychiatry

Charlzetta McMurray-Horton

Rehabilitation

Keith Williams

Sexual Assault

Wynesha Bush
Paisley Mitchell

Trauma

Gabriela Allen
Nicole Baltazar
Jessica Hernandez
Jose Lazo
Shirley Jiang
Tikisha Smith

Wound and Ostomy

Ama Acheampong

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Amilcar Argueta Portillo
 Mariem Badri
 Alexandra Ballew
 Camille Barrientos
 Darylynn Carter
 Lizzie Castaneda
 Justina Centeno
 Kylie Cheak
 Jennifer Cline
 Hannah Cotton
 Geneva Davis
 Justin Davis
 Lakosha Dwellingham
 Paola Edwards
 Hania Elseewy
 Miranda Estrada
 Morgan Evans
 Amaechi Ezemba
 Taylor Fancher
 Ryan Fisher
 Jared Gansert
 Brayan Gomez
 Kibet Gomez

Ana Gonzales Gaitan
 Eduwade Gonzalez
 Alaina Guillory
 April Harrison
 Amanda Hisole
 Thuong Ho
 Kai Hollis
 Catherine Hopkins
 Collins Igbokwe
 Mareena John
 Irene Kaniu
 Ruth King
 Andrew Krance
 Calvin Le
 Madison Lee
 Leslie Leon
 Han Ly
 Deybie Martinez
 Maria Martinez
 Shacori May
 Andrew McCleary
 John McMillen
 Alem Mengistu

Marie Mianda
 Sara Miranda
 Celeste Montalvo
 Shaunte Morant
 Josephine Morka
 Tiffany Ngo
 Paulette Ngum
 Anh Nguyen
 Clinton Nwosuh
 Boma Olade
 Charles Onwuka
 Dharti Patel
 Anagha Paul
 Mara Pavlosky
 Yisela Perez
 Phu Phan
 Feba Philip
 Marlon Quidilig
 Ifrah Raja
 Megan Rickert
 Eduardo Rodriguez
 Joanna Ruiz
 Ana Santana

Liliana Shannon
 Anna Skariah
 Deborah Songok
 Twinkle Thomas
 Tam Tong
 Andrew Tovar
 Anthony Tran
 Amrita Trehan
 Lindsay Truitt
 Chijioke Uchendu
 Nkiruka Umeh
 Resma Vattathara-Joseph
 Bogdanka Velevska-Dziseva
 Yvette Vo
 Queenay Wilkins
 Kaybrielle Williams
 Santra Wilson
 Benjamin Wu
 Tiffany Wu
 Carla Yakovenko
 Jocelyn Yanez
 Sarah Zamora

NURSING CLINICAL ADVANCEMENT

Nurse Clinician III

Mallorie Brathwaite – Ben Taub Hospital, Labor and Delivery

Vilma Ramos – Ben Taub Hospital, NICU Level III

Jae Shin – Ben Taub Hospital, 3D/NICU

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System Nurse Executive Council Members (left to right)

Pamela Russell, Toni Cotton, Charlie McMurray-Horton, Jackie Brock, Maureen Padilla, Derek Curtis, Matt Schlueter, Lourie Moore, April Saathoff, Matt Reeder (not present)

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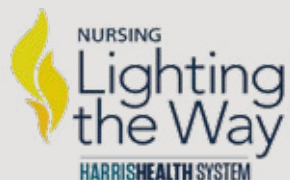
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2021 NURSING GALA AWARDS

Chief Nurse Executive Coin

Tamika Brown, MSN, RN, CCRN, NEA-BC
 Derek Curtis, DNP, MA, RN, NEA-BC
 Bridgette Estes, MSN, RN, NE-BC
 Margaret Grue, MSN, RN-BC, OCN, CRNI, NE-BC
 Alicia Hernandez, DNP, RN, NEA-BC, NPD-BC
 Jerry Johnson, MSN, RN, NEA-BC, CPHQ
 Katie Kerbow, BSN, RN, NE-BC
 Suzanne Lundeen, PhD, RNC-OB, NEA-BC, C-EFM
 Donna McKee, MHA, BSN, RN, NE-BC
 Lourie Moore, DNP, RN, NEA-BC, CPHQ, LSSGB
 Janise Myles, MSN, RN-BC
 Dave Riddle, CPXP
 Pamela Russell, MHA, BSN, RN, NEA-BC
 Matthew Schlueter, PhD, MBA, RN, NE-BC



LUMINARY AWARDS

Diamond

ACS - Vallbona Health Center
 Ben Taub Hospital - 5D Medical-Surgical
 LBJ Hospital - 2B Medical-Surgical

Sapphire

ACS - Baytown Health Center
 Ben Taub Hospital - 4B Surgical Specialty
 LBJ Hospital - 3C IMU

Emerald

ACS - Casa de Amigos Health Center
 Ben Taub Hospital - 5G Med-Surg/Tele
 LBJ Hospital - 2C IMU

CLINICIAN LEADERSHIP AWARD

Habeebat Are, BSN, RN-BC
 Maria Chapa, BSN, RN-BC
 Rowena Padilla, ADN, RN, CMSRN

INSPIRE AWARD

Maria Chapa, BSN, RN-BC
 Mary Chacko, DNP, RN, NPD-BC
 Latrice Lara, BSN, RN, CGRN

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THE DAISY AWARD

Lifetime Award

Maureen Padilla, DNP, RN, NEA-BC

The DAISY Lifetime Achievement Award recognizes nurses who have devoted their life's work to the compassionate care of others. Recipients are nominated for their dedication to nursing through active mentoring, role modeling, advocating for their patients and promoting the positive image of nursing. They serve as a beacon of inspiration to nurses at all stages and roles of their career.

Leadership Award

Ambulatory Care Services - Lori Timmons, MBA, BSN, RN, NEA-BC

Ben Taub Hospital - Janise Myles, MSN, RN-BC

LBJ Hospital - Tammy Straps, MSN, RN-BC

Receives an award certificate that reads, "In deep appreciation of the compassionate leadership you provide creating an environment of care that truly makes a difference in the lives of your staff, your patients and their families," honoree pin, Healer's Touch sculpture and an array of benefits provided by the DAISY Foundation and affiliate organizations.

Individual Award

Ambulatory Care Services - Perrie Wilson, BSN, RN

Ben Taub Hospital - Jessica Haroldson, BSN, CMSRN

LBJ Hospital - Nerissa Bickford, ADN, CMSRN

Team Award

Ambulatory Care Services - COVID-19 Navigation Team

Ben Taub Hospital - 6A Oncology Unit

LBJ Hospital - Critical Care Team

LBJ Hospital - 4-Diamonds

System - Nursing Professional Development Division

Receives a team plaque, team member certificates and honoree coins.

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Recognition Award for Harris Health System Nursing Heroes

Antoinette “Toni” Cotton, MHA, BSN, RN, NEA-BC
Derek Curtis, DNP, MA, RN, NEA-BC
Maureen Padilla, DNP, RN, NEA-BC
Matthew Schlueter, PhD, MBA, RN, NE-BC

Healer’s Touch sculpture for Healing Garden and cinnamon roll celebration at each pavilion

Advancing Health Equity Award

Ambulatory Care Services - Clinical Grants Team
LBJ Hospital - Kathy Fisher, MS, BSN, RN, CNOR, NEA-BC

The DAISY Award for Nurses Advancing Health Equity honors nurses whose work advances health equity, mitigating health disparities caused by social determinants of health. This award recognizes individual nurses or nurse-led teams.

GOOD SAMARITAN EXCELLENCE IN NURSING AWARD

Ambulatory Care Services

Anny Abraham, MSN, RN, CLNC
Cerlae Bautista, ADN, RN
Kathryn Boschen, MSN, RN, CPAN
Valerie Cobb, BSN, RN
Jennifer Edwards, MSN, RN-BC
Canerika Harris, BSN, RN
Chamica Keys, MSN, RN
Rita Mack, MSN, RN-BC
Jini Manavalan, MSN, RN-BC
Joan Mutai, BSN, RN-BC
Tracy Powell, ADN, RN
Cherise Ramirez, BSN, RN-BC

Ben Taub Hospital

Barieene George, BSN, RN, CCRN
Carol Eke, MSN, RN, CCRN
Andrea James, MSN, RN, CCRN
Bridget Munezero, BSN, RN
Suja Shaji, BSN, RN
Jasmin Wise, BSN, RN, CMSRN
Lynelle Witt, BSN, RN, CCRN

LBJ Hospital

Joseph Adekola, BSN, RN
Tamika Brown, MSN, CCRN, NEA-BC
Reba Carethers, MSN, APRN, CCRN
Van Do, BSN, RN, CPAN, CAPA
Angel Esquivel, BSN, RN
Kyanna Green, MSN, RN
Mohamed James, BSN, RN
Nohemi Ledezma, BSN, RN

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Susan Mathew, BSN, RN-BC, PCCN
 Michelle Micarandayo, BSN, RN, PCCN
 Sharron Mitchell, MSN, RN, PCCN
 Felicitas Okwara, ADN, RN
 Martin Pham, BSN, RN
 Brittany Rama, BSN, RN-BC
 Araceli Sanchez, BSN, RN
 Cynthia Vasquez, BSN, RN
 Rosario Vega, BSN, RN, NE-BC, PCCN
 Amy Vo, BSN, RN
 Ruby Varughese, BSN, RN, RNC-LRN
 Deandria Winchester, BSN, RN, PCCN



System

Edward Donel, MBA, BS, CPHQ, CPPS
 Kenn Kirksey, PhD, RN, ACNS-BC, FAAN
 Jazzie Jurisprudencia-Ampig, MSN, RN, CCM
 Grace Phan, MSN, RN, NPD-BC, CCRN

HOUSTON CHRONICLE SALUTE TO NURSES TOP 150 AWARD

Edward Donel, MBA, BS, RN, CPHQ, CPPS
 Kathleen Mozell, MSN, RN, CEN
 Tynikka Thibodeaux, MSN, RN, CNOR



TEXAS NURSES ASSOCIATION NURSING HEROES

Angelia Aja, MSN, RNC-OB
 Tamika Brown, MSN, RN, CCRN, NEA-BC
 Michelle Delaney, BSN, RN
 Shela Ecobiza, MSN, RN-BC
 Tyonia Gomez, ADN, RN
 Pamela Russell, MHA, BSN, RN, NEA-BC
 Maregina Shankar, MSN, RN-BC
 Dia Vinod, BSN, RN
 Deandria Winchester, BSN, RN, PCCN
 Pamela Windle, DNP, RN, NEA-BC, CAPA, CPAN



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