

MEMORIAL HERMANN SOUTHEAST HOSPITAL/PEARLAND CAMPUS NURSING ANNUAL REPORT

FY 2018-2019



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Message from the Chief Nursing Officer

Allow me to present the 2018- 2019 Nursing Report for Memorial Hermann Southeast Hospital and the Pearland Campus. This report is a comprehensive summary of the achievements and advancements of our nursing division and exceptional interdisciplinary partners over the past year.

Through our shared governance structure and care delivery model, our nurses and interdisciplinary partners continue to focus on improving patient outcomes in alignment with our organizational strategic goals. Our nurses exemplify the Memorial Hermann vision every day by compassionately caring for our patients and pursuing lifelong learning to advance their practice. We believe that high-quality nursing care is demonstrated in the relationships we create with our patients, our colleagues and ourselves.

Our nurses continue to achieve outstanding patient outcomes through innovative and evidence-based practices, participation in ground-breaking research and continued advancement in the professional practice of nursing. This commitment is palpable throughout our facilities, and is evident in the dedication and engagement of the entire team.

This annual report is dedicated to each one of our nurses for their extraordinary contributions to both advance the profession of nursing and transform the lives of our patients every day.

Sincerely,

Mary Carrillo



Mary Carrillo MSN, MBA, RN, CVRN, FABC

Vice President and Chief Nursing Officer

Memorial Hermann Southeast Hospital and the Pearland Campus

Memorial Hermann Southeast Hospital and the Pearland Campus' Professional Nursing Practice

Nursing Mission

To provide excellent, compassionate, and personalized care in a collaborative environment to advance the health of our patients.

Nursing Vision

To relentlessly pursue quality outcomes through innovation in clinical practice and nursing excellence.

Professional Practice Model

A Professional Practice Model (PPM) is a conceptual framework for nurses, and is the driving force of care provided by nurses along with their interdisciplinary partners. The schematic design embodies the values, beliefs, concepts and systems for nursing practice, and it supports and integrates with the mission and vision of nursing. The PPM was developed by the shared governance councils, nursing staff members and nursing leaders. It depicts how nurses practice, collaborate, communicate and develop professionally to provide the highest quality care to patients, family and community.

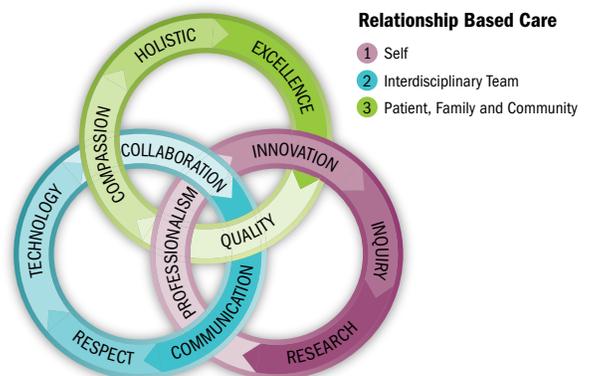
Memorial Hermann Southeast Hospital and the Pearland Campus both promote Relationship-Based Care, which improves safety, quality as well as patient and staff satisfaction. We link these relationships with interconnected circles

depicting Self, Interdisciplinary Team and Patient, Family and Community:

Self: Each individual bringing knowledge and skill into their role on the healthcare team.

Interdisciplinary Team: Everyone working together to provide the best care possible.

Patient, Family and Community: Providing end-to-end care to advance the health of our patients, families and the community we serve.





About Our Nurses



839

Number of Nurses



29.24%

Percentage of Certified Nurses



86

Number of PNAP Participants



61.26%

Percentage of Clinical Nurses with BSN/Higher Degree



36.72%

Percentage of RNs with >5 years experience



23

Number of Evidence Based Practice Projects (EBP)

6

Nursing Research Projects



745

Number of Nursing (Traditional ADN and BSN) Students



34

Number of Nurse Residents in the Nurse Residency Program

Transformational Leadership

Transformational Leaders empower nurses to be innovative, accountable, collaborative, compassionate and result oriented by advocating for resources, enhancing partnerships and achieving positive outcomes.

Chief Nursing Officer (CNO) Communication and Transparency

Coffee with CNO

- Established to provide intimate opportunities for our nurses to communicate openly with the CNO regarding ideas and concerns

CNO/Charge Nurse Forums

- Established to provide front-line leaders with the opportunity to bring ideas and concerns forward, and work collaboratively with the CNO to identify solutions

Workplace Violence Taskforce

- Established by the CNO–based on front-line feedback–identifying safety in the workplace as a top concern
- Comprised of front-line staff members and leaders who continue to focus on staff concerns for self- and environmental-safety across our campuses

Coordinating Council

- Consists of: The Professional Growth, Development and Education Council, The Care Delivery Council as well as The Research, Innovation and Informatics Council; coordinated and led by frontline nurses
- The CNO meets monthly with this shared governance council to provide insight on current issues in nursing and healthcare impacting the profession of nursing, and to provide a meaningful outlet for bi-directional communication and collaboration on strategic issues and improvements in the organization

Mentoring for the Future

As Memorial Hermann Southeast Hospital and the Pearland Campus continue to evolve in its rapidly

changing healthcare market, finding someone from whom you can learn has never been more important. Mentorship is a way to gain wisdom in a safe space from those who have gone before you. Our Nursing Mentorship Programs are designed to guide a mutual relationship between an experienced nurse–the mentor–and a new nurse or a nurse transitioning to a new role–the mentee.

There are many mentoring opportunities available within the organization:

- **Memorial Hermann Southeast Hospital and the Pearland Campus' Frontline Leadership Academy (FLA).** The Chief Nursing Officer, with the support of the CEO (Chief Executive Officer), worked with a group of directors to develop a program to provide frontline leaders ongoing professional development and management tools to make them effective leaders.

2019 RN Class participants: *Rachel Alessi, ADN, Maria Arpon, BSN, CMSRN, ONC, Elizabeth Barba, BSN, Anita Brewer, ADN, Brittany Cone, BSN, Kelsea Krueger, BSN, Elma Loeser, BSN, RN-BC, Connie Nguyen, BSN, RN-BC, Jeanetta Rudolph, BSN, Cassie Rushing, ADN, RN-BC, Juanita Salvador, BSN, CMSRN, Myecia Sims, BSN, CGRN, Nicole Smith, MSN, Austin Willis, BSN, Kristen Arriola, BSN, RNC-MNN, Falin Braden, BSN, Lewis Cole, ADN, Michael Contreras, BSN, Tiffany Cox, BSN, Tara Dandridge, BSN, CCRN, Desiree Depaolo-Merkle, ADN, CVRN-BC, Jennifer Esparza, BSN, RNC-OB, Janet Fontanilla, BSN, RN-BC, Dennis Gallego, BSN, CNOR, Vanessa Godfrey, ADN, Juanita Mata, BSN, Jamie Molina, ADN, IBCLC, Lauren Neal, ADN, RNC-OB, Dara Ostermayer, BSN, RN-BC, Kristel Ramos, MSN, Blanca Raya,*



BSN, Gracie Riehs, ADN, Sandra Santana, ADN, Karyn Shine, ADN, Silvia Sweet, BSN, Heather Webb, ADN, Caroline Bell, BSN, CVRN-BC, Rhonda Bentley, ADN, RNC-OB, Carrie Boyd, MSN, Raquel Burke, BSN, RNC-MNN, Neha Deshpande, MSN, Aubrey Droemer, BSN, Kimberly Fox, ADN, CMSRN, Camille Gary, Diploma, CGRN, Lisa Garza, ADN, RN-BC, Teresa Hail, BSN, RN-BC, Dawn Hand, BSN, RNC-OB, Rebecca Long, ADN, Krista Malik, ADN, Carrie Martinez, ADN, RN-BC, Amanda McDonald, ADN, Anish Patel, BSN, Brittany Pohler, BSN, Lacy Shermerhorn, BSN, CEN, Katie Sennholtz, BSN, CMSRN and Manuel Tellez, BSN, CVRN-BC

- **Memorial Hermann Health System Nurse Executive Leadership Academy (NELA)** graduate *Nikole Keenan, MBA, BSN, RN, RNC-MNN, NE-BC*
- **Women Leaders of Memorial Hermann Mentoring Circles**
- **Professional Growth, Development and Education Council** - provides 1:1 mentoring to our nurses for success within the Professional Nurse Advancement Program (PNAP)
- **CNO Mentoring Circles** with frontline nurses and clinical managers

Magnet Champions

The Magnet Champions are staff nurses, nursing leaders and inter-professional team members who work with the Magnet Program Director, Laura Gobeli, MSN, RN-BC, with the focus of building and sustaining our Magnet culture of excellence.

This team’s attention is aimed at sharing information, increasing awareness, promoting engagement, having fun and communicating our Journey to Magnet designation.

Pearland Campus: Zero Award Recipient – No CAUTIs for 12 Months

The Pearland Campus has a culture of ongoing performance improvement to evaluate evidence-based practices and enhance patient outcomes. Nursing Director Casey Fife, BSN, RN, CMSRN, teamed up with the Pearland Campus’ Registered Nurse (RN) inpatient clinical coordinators to develop a plan to decrease the CAUTI (Catheter Associated Urinary Tract Infections) SIR (Standard Infection Ratio). The team identified the following key areas of focus: increase awareness of bedside nurses, provide remedial education for bedside nurses and patient care assistants on the frequency of indwelling urinary catheter care, increase identification of patients admitted with an indwelling urinary catheter (and obtain both a physician’s order to insert a new indwelling urinary catheter and collect a urine culture) and finally develop an indwelling urinary catheter audit to be completed by the clinical coordinators. The team explored strategies to improve the CAUTI SIR and created a CAUTI prevention plan. The interventions of the CAUTI prevention plan were fully implemented at the end of February 2019; the CAUTI SIR decreased following the implementation of the CAUTI prevention plan interventions.

Exemplary Professional Practice

Strive to promote an exemplary professional practice by collaborating with physicians, nurses, patients and communities to identify healthcare needs, using resources to deliver high-quality patient care and achieve operational excellence while advancing health outcomes.

Professional Nurse Advancement Program (PNAP)

Memorial Hermann Southeast Hospital and the Pearland Campus value the contribution of our nurses in numerous ways. PNAP is a clinical advancement-incentive program available to our registered nurses that have direct patient-care responsibilities for greater than 50 percent of the time. The PNAP program rewards and recognizes our nurses for elevating the level of nursing professionalism—for themselves and their peers—throughout the organization.

Memorial Hermann Southeast and the Pearland Campus have seen a steady increase in the number of nurses electing to participate in the PNAP program. This sustained success is due in part to the work of our Professional Growth, Development and Education Council who serve as mentors.

Multidisciplinary Discharge Rounds (MDDRs)

MDDRs are a collaborative approach implemented to improve team communication, enhance accountability, set a clear and effective patient plan of care and remove barriers to patient discharge. MDDRs provide daily

direction for all participants to clearly define action items and key goals to discharge. With this focus on improved communication and removing barriers to discharge, Memorial Hermann Southeast Hospital and the Pearland Campus have seen a significant decrease in length of stay.

Improvements for Patient Safety

Memorial Hermann Southeast Hospital 1A and 1B Med-Surg combined Unit Practice Council (UPC) clinical nurses conducted a literature review and determined that to optimize patient safety, the bed alarm system needed to allow a chair and bed alarm to be plugged in simultaneously. Working with their unit leader and the vendor, a solution was devised, which resulted in the installation of updated bed alarms. The newer features allow the bed and chair alarm to be plugged in simultaneously, which has led to increased improvement in patient safety.



Excellence in Nursing

ACCOLADES



- Memorial Hermann Southeast Hospital was recognized by the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) for meritorious outcomes for surgical patient care for the 2017 and 2018 calendar year
- The Pearland Campus was designated as a Level IV Trauma Center by the Texas Department of State Health Services
- Memorial Hermann Southeast Hospital and the Pearland Campus made the Hepatitis B Birth Dose Honor Roll from the immunization action coalition
- Memorial Hermann Southeast Hospital was designated as a Baby-Friendly® birth facility by Baby-Friendly USA, Inc.
- The Pearland Campus received the Joint Commission's Gold Seal of Approval for Advanced Certification for Primary Stroke Centers and the American Heart Association/American Stroke Association's Heart-Check mark
- Memorial Hermann Southeast Hospital and the Pearland Campus received the 2018 American Heart Association/American Stroke Association's Get With The Guidelines® Stroke Gold Plus – Target Stroke Honor Roll award
- The Pearland Campus' Trauma Services was recognized by the Pearland Independent School District Board of Trustees with a Golden Pear Award
- Memorial Hermann Southeast Hospital and the Pearland Campus were recognized by the Memorial Hermann Health System for achievements in clinical safety:
 - Memorial Hermann Southeast Hospital received a Certified Zero Award for:
 - Zero Obstetric Trauma in Natural Deliveries with Instrumentation for 12 months
 - Zero Early Elective Deliveries for 12 months
 - Zero Retained Foreign Bodies for 12 months
 - Zero Birth Traumas for 12 months
 - The Pearland Campus received a Certified Zero Award for:
 - Zero Peri-Operative Pulmonary Embolism or DVTs for 12 months
 - Zero Early Elective Deliveries for 24 months
 - Zero Obstetric Trauma in Natural Deliveries with Instrumentation for 24 months
 - Zero Serious Safety Events 1 & 2 for 24 months
 - Zero Birth Traumas for 24 months
 - Zero Manifestations of Poor Glycemic Control for 24 months
 - Zero Retained Foreign Bodies for 24 months
 - Zero Iatrogenic Pneumothorax for 24 months
 - Zero Accidental Punctures or Lacerations for 12 months

Structural Empowerment

Create a positive culture of open and effective communication with collaborative members of the healthcare team. Facilitate quality patient care with education and empowerment of nurses to invest in personal and professional commitment to the organization and the community.

DAISY Awards

Memorial Hermann Southeast Hospital and the Pearland Campus proudly partner with the DAISY (Diseases Attacking the Immune System) foundation to recognize extraordinary nurses through the DAISY Award, DAISY Team Award and DAISY Leader Award. The DAISY Award is an international recognition program that honors and celebrates the skillful, compassionate care nurses provide everyday.

DAISY Team Award: Collaboration, Compassion and Going Above and Beyond

A terminal patient shared with her sister her last wish to be married in a service recognized by her faith. With little time to make wedding arrangements, the bedside nurse and team partnered with their department leader and the Food and Nutrition Services (FANS) department to provide a small wedding cake, decorate the entryway to the patient's room, and arrange for clergy to perform the wedding ceremony.

The patient's condition declined, so the bedside nurse and team reached out to FANS, and within the hour a wedding cake was delivered along with refreshments and snacks. The patient was able to see the wedding cake, and the clergy began prayers with the groom at the patient's side and the family in the patient's room. The patient passed away peacefully before the exchange of wedding vows could take place; after which the team continued to provide care and support to the family.

The team was recognized for their efforts with the DAISY Team Award for their compassion and collaboration to meet the needs of their patient. The DAISY Team Award recognizes that, while an idea to achieve better patient and family outcomes may start with one individual, it takes an entire team to implement successfully.



DAISY Team Winners: (FY18) *2A Ortho/Rehab RNs – Cindy Bonette-Durand, MSN-FP, CMSRN, Theresa Ugo, MSN, Maria Cecile Arpon, BSN, CMSRN, ONC and Hermida Holguin, CNA, Gayle Thomas, CNA, Dr. H. Pham, Dr. Brendel, (FY19) ICU RNs - Janet Gregory, MSN, CCRN, CVRN-BC, Tiffany Cox, BSN, Tara Dandridge, BSN, CCRN, Joseph Perales, ADN, Kelvin Grogan, ADN, Meghan Pieper, BSN, Angela Riggs (FANS), Jaclyn Williams (Chaplaincy) and Carole Wehbe (OA)*

DAISY Leader Winner: (FY18) *Mindy Rivera, BSN, RN-BC, Nurse Director 1A & 1B and Dialysis, (FY19) Hannah Ndirangu, BSN, RN, CVRN-BC, Clinical Manager, IMU-3A*

DAISY Award Winners: (FY18) *Aubrey Droemer, BSN, RN, (FY19) Rhonda Bentley, ADN, RNC-OB, L&D; Hema Patel, BSN, RN-BC, 1B; Russell VanArsdale, ADN, RN, 1A; Annette Dorflinger, ADN, RN, IMU-3A*

Nurse Residency Program

The Nurse Residency Program (NRP) at Memorial Hermann Health System is a comprehensive transition-to-practice program for New Graduate Registered Nurses. The NRP is supported through an alliance with Vizient/AACN Nurse Residency Program™ and the Memorial Hermann Clinical Development Specialty Core Curricula. In March 2019, Memorial Hermann achieved American Nurses Credentialing Center Practice Transition Accreditation Program (PTAP) designation with Distinction for the Nurse Residency Program.

The one-year retention rate for the past five cohorts of nurse residents is 100 percent. Clinical coaches at Memorial Hermann Southeast Hospital rank in the top 5 percent of the nation for Vizient NRP satisfaction.

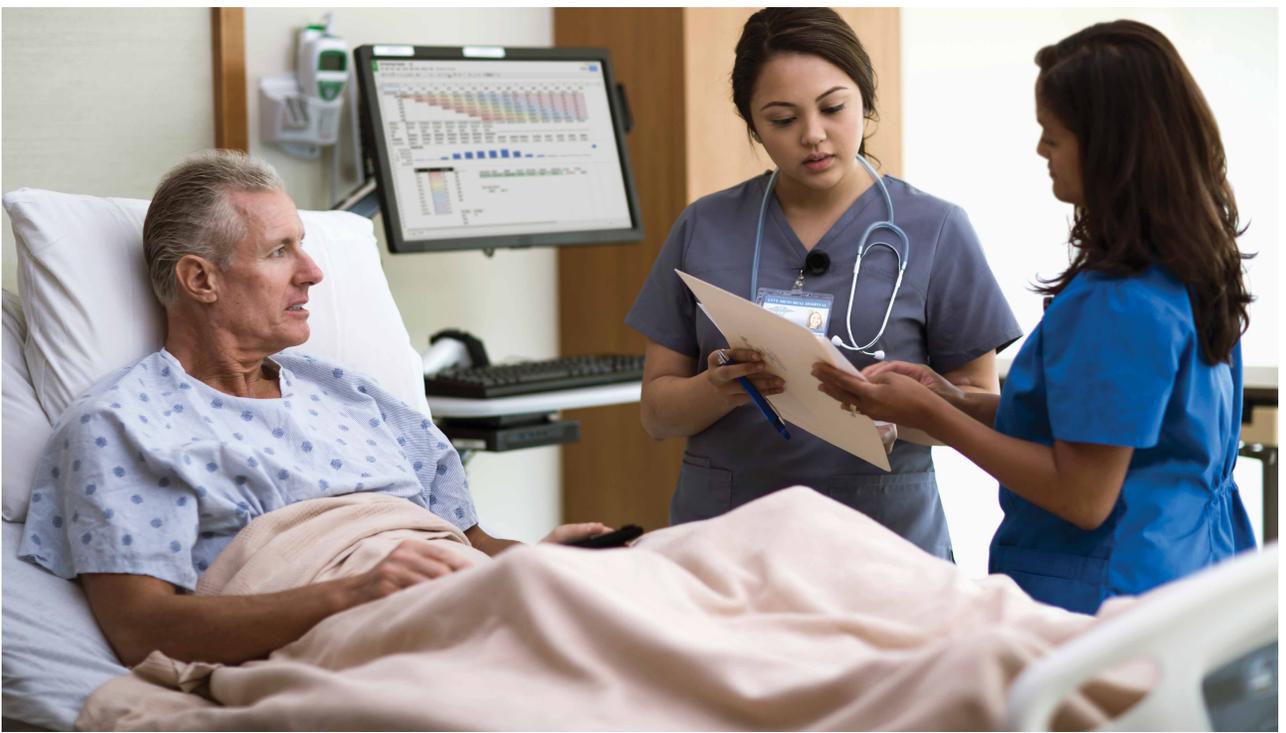
New Knowledge, Innovations and Improvement

Advancing quality health care, nurse engagement and community health by promoting awareness, communication of EBP, research and new technology to create innovative solutions.

Research and Evidence Based Practice

Nursing Research and Evidence-Based Practice (EBP) are fully supported at Memorial Hermann Southeast Hospital and the Pearland Campus by a variety of resources and infrastructures. The infrastructure for nursing EBP employs the process model (ASK, GATHER, APPRAISE, EVALUATE & DISSEMINATE), a modified Iowa Model (as the EBP Practice Model) and the Seven Levels of Evidence Scale as common languages for describing the strength of evidence for decision making. Nurse-led research studies are approved by the Memorial Hermann Health System Clinical Innovation and Research Institute (CIRI) and The University of Texas Institutional Review Board (IRB) Committee for Protection of Human Subjects (CPHS). In Fiscal Year (FY) 2019, 23 EBP projects were initiated, and below is an example of one of the EBP projects implemented:

- “Best Practice Recommendations for Use of Aromatherapy as an Intervention for Postoperative Nausea” by *Celeste Goltz, ADN, RN-BC; Elma Laciste, BSN, RN-BC* and *Liane Colley, BSN, RN, CNOR*. This quality improvement (QI) project aimed to introduce aromatherapy as an option that is currently not available for Post Anesthesia Care Unit (PACU) patients. If aromatherapy is found to be successful for patients in treating nausea, it will be sustained as a permanent option in the PACU. This QI project was found to be successful, so Aromatherapy (QueaseEase) has been implemented as a treatment option for patients in the PACU suffering from nausea.





iGenerate Awards

The iGenerate award recognizes a group or individual with an innovative idea that solves a workplace challenge and helps us deliver on our pledge to advance health.

TPN Tubing Solution – Gulzar Mohammed, BSN, RN, MHSE Intermediate Care Unit (3A), won the iGenerate award for submitting her idea to have the pharmacy send Total Parenteral Nutrition (TPN) bags with the appropriate tubing to the inpatient floors, allowing nurses to administer TPN efficiently.

Hoyer Lift Slings – Erika Davila, BSN, RN-BC, the Pearland Campus' 3rd Floor Medical/Surgical unit, won the iGenerate award for submitting her idea of keeping Hoyer Lift slings (one of each size) readily available on the unit in the manager or clinical coordinator's office for patient and employee safety.

Empirical Outcomes

Utilize empirical outcomes to advance nursing practice and improve patient outcomes.

Memorial Hermann Southeast Hospital and the Pearland campus benchmark nurse-sensitive quality indicators against all hospitals utilizing the National Database of Nursing Quality Indicators (NDNQI). The measures tracked include falls with injury, catheter-associated urinary tract infections (CAUTI), central line-associated bloodstream infections (CLABSI) and hospital-acquired pressure injuries (HAPI) Stage 2 and above. Our goal is to lead the nation in quality indicators and exceed the means of other comparable facilities, utilizing empirical outcomes to promote nursing practice and improve patient outcomes.

HAPI Committee

With a focus on high reliability and zero harm, reduction of HAPIs has been a strategic priority for the division of nursing. A HAPI committee was formed with a group of multidisciplinary members, including nursing leaders, frontline nurses, wound care nurses as well as other providers. This group was tasked with developing a process to accomplish timely and accurate staging of pressure injuries within 24 hours of an inpatient admission. The group developed a Skin Safety Assessment Tool “Green Sheet” to assist in identifying pressure injuries in high-risk patients.



The Emergency Department partnered with the Intermediate Care Unit to pilot the process once the tool was developed, and within a few months was fully implemented at both campuses. In the months following the implementation of the “Green Sheet” process, there was a decrease in HAPI Stage 2 and above rates.

In addition to the work above with HAPI, Memorial Hermann Southeast Hospital and the Pearland Campus’ nurses and nursing leadership are involved in many other efforts, both systemwide and with The Joint Commission Project 12 in regard to HAPI prevention.

Safe Patient Handling

Memorial Hermann Southeast Hospital and the Pearland Campus promote a culture of safety, with employee safety as one of its core values. The clinical nurses on the Care Delivery Council (CDC) teamed up with a nurse leader to develop a Safe Patient Handling subcommittee, tasked with reducing musculoskeletal injuries. This multidisciplinary group identified key areas of focus, including: establishing policies to support this practice, setting employee expectations, providing training (on lift equipment and techniques) and increasing awareness. The team worked through the completion of a new policy and procedure for Safe Patient Handling and Movement, and partnered with equipment vendors to provide education in the form of a safety fair, “Baby Got Back ... Health,” where over 1,000 frontline employees were trained on the safe use of lift equipment and proper safety techniques. In the months following, the employee injury rate decreased significantly.

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