

MEMORIAL HERMANN-TEXAS MEDICAL CENTER NURSING ANNUAL REPORT

FY 2021-2022



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HERMANN
Texas Medical Center

Message from the Vice President and Chief Nursing Officer

Awesome nurses,

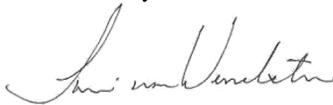
I struggled with my annual message this year. On one hand, it has felt like a very long battle we have fought on a daily basis. We have struggled with staffing, COVID-19 surges, vaccinations, fatigue, floods and tremendous loss. The days were long, the struggles were real and the patients continued to come for care. On the other hand, I have been inspired and motivated by YOU and the Memorial Hermann-TMC staff who continue the work we started, despite the challenges of the last year. Your ongoing dedication to the nursing profession, quality/safety, and our patients and families is unmatched. I am so proud to be a part of such an incredible group of nurses.

The COVID-19 surge was part of our everyday life for the entire fiscal year. As tough as this was, we continued to make strides in our quest to empower our nurses. We were able to complete our restructuring of the shared governance councils, offer CEs with national speakers such as Cy Wakeman, create a medication escape room and formalized a partnership with the UT Cizik School of Nursing for nursing innovation and research. Our nurse-sensitive quality scores are improving in all categories. These were amazing accomplishments in the middle of a pandemic!

I believe our work has just begun. We will need continued focus on the nursing workforce for the future. With your leadership, our councils will get stronger. I am committed to continue listening, studying and learning new ways to improve your work environment. This includes enhanced efforts to promote better staffing, staff involvement in decision-making and increased educational and professional development opportunities, while fostering an atmosphere of innovation and research.

I cannot begin to thank you enough for your dedication and hard work this past year. From the bottom of my heart, I appreciate you and thank you.

Sincerely,



Toni von Wenckstern, MS, RN
Vice President and Chief Nursing Officer
Memorial Hermann-Texas Medical Center

Message from the Vice President of Operations and Chief Nursing Officer Children's Memorial Hermann

Hello TMC nursing staff,

My name is Emily Weber, and I am so thrilled to join the excellent nursing staff as the Chief Nursing Officer/Operations for Children's Memorial Hermann Hospital. In September 2020, my daughter was a patient at Children's Memorial Hermann Hospital after an ATV accident. This experience exposed me to the excellent patient care, engaging culture and dedicated staff to consider joining as an employee. Since starting in March 2022, I have been inspired on a daily basis at the commitment, resiliency and dedication of the nurses on this campus!

My nursing career includes clinical and leadership positions with a specialty in pediatrics, neonatology, nursing education and the Magnet program, and, most recently, serving as Chief Nursing Officer for an adult community hospital in the Houston area. I received my Doctor of Nursing Practice from The University of Texas Health Science Center at Houston and am board certified in pediatrics and nursing administration-advanced. My leadership definition is "dream big, work hard and serve others." I look forward to partnering with nurses and other clinicians in the pursuit of stellar patient outcomes.

On a personal note, my husband is a respiratory therapist, and we have two daughters, Jordan and Lauren. Outside of work, I love to go on cruises and enjoy running.

Thanks for the warm welcome, and I look forward to being a part of this amazing nursing team!

Best,



Emily Weber, DNP, RN, CPN, NEA-BC
Vice President of Operations and Chief Nursing Officer
Children's Memorial Hermann Hospital

Memorial Hermann-Texas Medical Center Professional Nursing Practice

Nursing Mission

Nurses partnering with patients, families, communities and the multidisciplinary care team to advance health and personalize care.

Nursing Vision

Superior nursing partnering with our community to transform lives with courage, compassion and credibility.

A Professional Practice Model (PPM) is a conceptual framework for nursing care and interprofessional partnership, which aligns with the mission, vision and values of Memorial Hermann Health System. In May 2022, a new systemwide PPM was unveiled, creating a single framework for all nurses in all practice settings.

The PPM structure defines how we perform nursing excellence by keeping patients and families at the center. Placing patient- and family-centered care at the center of our model illustrates that the safety and well-being of our patients is always held as the highest priority.

The core values for both the Memorial Hermann nursing division and health system surround the patient and family, establishing the foundational tenets of Community, Compassion, Credibility and Courage. State and national nursing practice standards form the next ring, encompassing professional standards for nursing practice and accountability. Our systemwide nursing Mission, Vision, Values, emphasizing quality, safety and professional accountability encircle all of this.

FY22 SYSTEM NURSING PROFESSIONAL PRACTICE MODEL



CORE VALUES

Community: We serve our diverse community with a focus on quality and patient safety.

Compassion: Through diversity and inclusivity, we care for everyone with kindness and respect.

Credibility: We provide credible evidence and research to improve quality of care and patient outcomes.

Courage: We have courage to advance and grow professionally through leadership and governance.

NURSING PHILOSOPHY

- A professional practice model (PPM) depicts nursing values and defines the structures and processes that support nurses to empower and optimize their own practices in the delivery of quality care.
- A PPM is a conceptual framework that enables nurses in our organization to envision and communicate their practices.

NURSING CARE DELIVERY MODEL

Patient and family-centered care is our nursing care delivery model. It allows our nurses to assess, plan and implement care by collaborating with diverse patient populations and their families to provide safe and high-reliable care.

VISION

Excellence in nursing allows us to create healthier communities, now and for generations to come.

THEORY OF HUMAN CARING: JEAN WATSON

A relational caring for self and others, based on a moral/ethical/philosophical foundation of love and values that is mutually rewarding to the patient and the nurse.



Transformational Leadership

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

Chief Nursing Officer (CNO)

Communication and Transparency

Over the past year, Toni von Wenckstern, CNO, has continued the multiple communication strategies implemented in the last fiscal year to connect with clinical staff in addition to rounding on units.

The weekly Zoom Huddle Up! MH-TMC All-Nursing Huddle sessions evolved throughout FY22 to update on HR and Engagement topics, professional development tips and critical topics, providing a platform to ask questions.

The electronic Toni Talks Newsletter also continued to increase staff awareness on pertinent topics and develop further connections. Leaders, educators and some staff nurses contributed writing to include reflections, the Magnet Model, the Nursing Strategic Plan, quality updates and information on The Joint Commission preparedness.

Leadership and Staff Virtual Events

Memorial Hermann-TMC worked to provide ongoing training through hosted events for nurses at multiple levels. We collaborated with other campuses in the system to deliver meaningful and relevant content.

Human Caring—Restoring the Heart and Soul

of Nursing—featuring guest speaker Jean Watson, PhD, RN, AHN-BC, FAAN. This one-hour experience was presented as the keynote event at the beginning of Nurses' Week.

Unit Practice Council (UPC) Training

—featuring speakers from Shared Governance Councils, Central Education and Human Resources. This event empowered nurses to build UPCs, embrace the Shared Governance structure and enact change.

Acquiring an Ultrasound for Peripheral IV Insertions

The Cardiovascular Intermediate Care Unit (CVIMU) serves a critical population of patients that includes advanced heart failure and post-surgical vascular issues. CVIMU has an average daily census of 25 patients. Of the 25 patients on the unit, approximately 56% of patients require ultrasound-guided peripheral access for the administration of intravenous medications.

Clinical nurses identified concerns regarding lack of readily available ultrasound machines to insert peripheral IVs and identified that an average of 121 ultrasound-guided peripheral IVs were placed on CVIMU per month during a six-month period.

The CVIMU staff frequently borrowed ultrasound machines from sister cardiac nursing units, creating concern for multiple issues, including delay in care, interruption into timely delivery of medications and potential increased in length of stay. There was the additional possibility of interruption in care on units that owned the ultrasound.

Benjamin Egwuonwu, BSN, RN, CCRN, CVRN-BC, brought this need for an ultrasound to the attention of CVIMU's UPC, using data collected between January 2021 and June 2021. The UPC agreed with the request for the new equipment, and the request was elevated to unit and service-line nursing leadership. The team obtained price quotes and approval from nursing leadership, and the CVIMU purchased their ultrasound machine in January 2022.

Facilitating Quiet Time Overnight

Leaders in the Heart Failure Intensive Care Unit (HFICU) received feedback during rounding that patients were not experiencing quiet time for rest overnight. Megan Caffey, BSN, RN, CCRN, brought up the idea of a designated quiet time at night to facilitate patients' sleep during a Unit Practice Council (UPC) meeting in the HFICU after hearing this feedback. The UPC and staff agreed and worked on a framework and implementation plan.

They designated quiet time for all HFICU patients would take place between midnight and 4 a.m. The team asked staff to disturb patients only when medically necessary and to cluster care before or after quiet time to facilitate uninterrupted sleep. During implementation, the team discovered the unit workflow was not conducive to quiet time. Data from leader rounds showed scores of 60% in September stating the room was quiet at night.

Clinical Manager Bindu George, BSN, RN, CCRN, asked the staff what they needed to help patients experience quiet time. It was discovered inadequate linen supply for baths prior to quiet time and routine radiology exams were barriers to quiet time. Bindu worked with Sylvester Lauderdale, manager of laundry services, to ensure supplies were available for bathing to be complete on all patients prior to midnight. They agree to have linens delivered to HFICU by 2000 or 2100 and to increase the count of pillowcases delivered. Bindu also collaborated with Long Tran, manager of imaging services, to plan to complete routine x-rays after 4 a.m. to minimize interruptions to quiet time.

Bedside staff was able to complete their work efficiently after these changes. Leadership rounding also revealed an increase in the number of patients who stated it was quiet at night, with over 90% of the patients reporting that they were not disturbed at night during November and December.

Exemplary Professional Practice

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

Revised Nursing Mission and Vision

The mission and vision are the heart of what we do as nurses at our hospital. The nursing mission and vision align with Memorial Hermann Health System’s mission and vision while maintaining a specific voice for nursing.

What is a mission and vision?

A mission describes what you do, for who and how. Focusing on your mission each day should enable you to reach your vision. A vision communicates the dream and is an inspiration.

The Memorial Hermann-TMC nursing mission and vision statements incorporate the slogan of “advancing health and personalizing care” and align them with Memorial Hermann’s core values of community, compassion, credibility and courage.

Thank you for all that you do to personify and promote the Memorial Hermann-TMC nursing mission and vision. The work you do, and care you provide, have ever-lasting impacts on our patients, families, community and the entire care team!

Beacon Awards for Excellence

Memorial Hermann-TMC has 11 units that have achieved the Beacon Award for Excellence at either the bronze and silver levels. These units include the entire Neurosciences Service Line, Heart Failure ICU, Pediatric ICU and Children’s Special Care. The Beacon Award requires that units meet specific criteria in leadership, staffing, engagement, communication, knowledge, learning evidence-based practice and quality outcomes. Units achieve positive patient outcomes using evidence-based practice, building credibility and increasing patient and staff satisfaction. Congratulations to these teams for achieving this recognition!

Mission Statement

Nurses partnering with patients, families, communities and the multidisciplinary care team to advance and personalize care.

Vision Statement

Superior Nursing:
Partnering with our community to transform lives with courage, compassion and credibility.



Nationally Recognized Pediatric Care

The 2022-2023 *U.S. News & World Report* recognized Children’s Memorial Hermann Hospital among their rankings as a top Children’s Hospital. The rankings include state and regional rankings, as well as national rankings. Hospitals are ranked using factors such as compliance with best practices, availability of clinical resources, and infection and mortality rates.

We ranked as the #4 Best Children’s Hospital in Texas and #4 in the south-west region in this year’s rankings. The following subspecialties received rankings in the top 50 in the nation:

- #27 Neurology and Neurosurgery
- #35 Cardiology and Heart Surgery
- #35 Gastroenterology
- #49 Orthopedics

Achieving these rankings is the result of ongoing collaboration within the Children’s Memorial Hermann Hospital care team to deliver high quality, patient and family-centered care with positive patient outcomes. This ongoing collaboration and innovation sets our team apart, earning national recognition and distinguishing us as a leader in pediatric care.

Professional Organization Leadership

Memorial Hermann-TMC nurses elected to leadership positions in professional organizations:

Deborah Ebert, MSN, RN, NEA-BC, CNOR, CCRN-K, CPAN, CAPA–AORN National Board Member

Ebony Mitchell, MSN, RN–AORN Houston Chapter Secretary

Darlene Murdock, BSN, BA, RN, CNOR, CSSM–AORN National Vice President

Daphny Peneza, MSN, RN, CNOR, CSSM–AANN Houston Chapter President, AORN National Nominating Committee Member.

Rosemary Pine, PhD, RN, B–TNA District 9 Secretary

Salute to Nurses

The Houston Chronicle's Salute to Nurses honored 50 Memorial Hermann nurses in May 2022, including the following 22 Memorial Hermann-TMC nurses:

Alexandra Murphy, BSN, RN
Barbara Lamb, MSN, RN, CCRN
Barbara Maffree, RN
Caitlin McVey, MBA, RN, CPHQ
Cathleen Riggs, BSN, RN, RNC
Chris Denman, MHA, RN, NE-BC
Claudia Cavazos, BSN, RN
Courtney Mills, MSN, RN, NE-BC
Elizabeth Lively, BSN, RN,
Elizabeth Mitchell, MPA, RN, NE-BC
Gabrielle Edquilang, BSN, RN, SCR
Hannah Fanning, BSN, RN, PCCN
Ivy Wilson, BSN, RN, RNC-NIC
Janelle Headley, MSN,
Jansi Sethuraj, BSN, RN, CCRN
John Melathethil, BSN, RN
Karen Hirsch, BSN, RN
Lauren Standiford, MSN, RN, CNL
Melissa McNeal, RN, RNC-OB
Patrick Calzada, BSN, RN, CCRN
Rose Richmond, BSN, RN, CCRN
Sini Prakash, BSN, RN, CVRN

Nurse Excellence Award Winners

Memorial Hermann-TMC recognizes its amazing nurses annually through the Nurse Excellence Awards hosted by the Recruitment, Retention and Recognition Council. Congratulations to all of the winners and nominees!

Casey Kennedy, BSN, RN
Jansi Sethuraj, BSN, RN, CCRN
Christopher McCauley, MSN, RN, NPD-BC
Rose Richmond, BSN, RN, CCRN
Elizabeth Mitchell, MPA, RN, NE-BC
Sindhu Joseph, MSN, RN, CVRN
Alexandra Murphy, BSN, RN
Kunjoonjamma Chacko, BSN, RN, CPN
Karen Hirsch, BSN, RN
Kristin Mattran, BSN, RN
Corrina Calzada, BSN, RN, CCRN
Melissa Howard, BSN, RN, CCRN

Good Samaritan's Excellence in Nursing

The Good Samaritan Foundation Excellence in Nursing Awards recognize nurses for their dedication to excellence through peer nominations. Memorial Hermann-TMC received 26 recognitions in the 2022 awards for Large Hospital, Nursing Administration and Clinical Educator categories. Congratulations to the award recipients:

Jocelyn, Abe, BSN, RN
Elisabeth Brown, RN
Cathleen Riggs, BSN, RN, RNC-OB
Andri Cordova, BSN, RN
Gabriele Seago, RN
David Coster, BSN, RN
Mlee Cox, BSN, RN
Mackenzie King, BSN, RN
Aleeza Momin, BSN, RN
Rita Nwazojie, MSN, RN, CNL, CVRN
Carlo Sasam, BSN, RN
Brandy Snipe, BSN, RN, CCRN
Seena Thomas, MSN, RN
Dawn Vanheldorf, MSN, RN
Kourtney Wisnieske, BSN, RN
Kimberly York, BSN, RN, CCRN
Bijish Baby, BSN, RN, CNN
Gabrielle Edquilang, BSN, RN, SCR
Bindu George, BSN, RN, CCRN
Shella Gonzalez, BSN, RN, CCRN
Karen Holland, BSN, RN, CCRN
Juma Kitenge, RN
Ratih Koecher, BSN, RN
Jesse Pellizzari, BSN, RN
LaShawn Pursley-Huey, MSN, RN
Taylor Robbins, RN

Structural Empowerment

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

Shared Governance

“Never doubt that a small group of thoughtful, committed people can change the world; indeed it is the only thing that ever has.”

– Margaret Mead

One of the ways we can lift each other and the campus to greatness is through our Shared Governance Councils. At the end of FY21, councils were restructured using input from frontline and clinical staff. This new structure creates a system of shared decision-making and accountability across multiple disciplines. It promotes effective use of resources, encourages optimal patient outcomes using best practices, contributes to a healthy work environment and fosters a high level of professional engagement.

The Shared Governance Council Structure supports bi-directional communication flow from clinical nurses and frontline staff to executive leadership and System Committees. All councils maintain an environment of trust, support and open discussion.

The revised Shared Governance Councils worked to set SMART Goals, track their progress and look for growth opportunities.



Professional Growth & Development

By the end of FY, we will increase the number of nurses with 2+ years of experience in a specialty who are certified from 34.9% to 35.9%. 38.7% of defined RNs now hold a certification.

QI, EBP, & Research

By the end of FY, we will have 10 RN participants from this campus complete the Virtual EBP class. By the end of FY22, the council will also be in progress on 2 projects.

RNs participated in Virtual EBP classes offered, and the Council was In-Progress or further on 3+ projects.

Ambulatory

By the end of FY22, we will reduce falls in Ambulatory areas by 5%. Council members participated in Virtual EBP classes and developed a PICO question with literature review and recommendations. Further work may come from this project.

Quality Practice & Patient Safety

By the end of FY22, each unit will meet their NDNQI benchmark for Falls, and maintain it. The Falls Workgroup was re-invigorated and began data collection and analysis to determine action plans. Initial efforts are focused on specific departments with plans to expand further. By the end of FY22, the percentage of patients surveyed with HAPI on monthly Prevalence study will be <2.5% and maintain at or below that level. The Skin Champs have focused on the 2-person admission assessment, as well as training expert stagers in all departments to ensure accurate assessments and enable implementation of early preventative care.

New Employees Hired and Oriented

In FY22, Memorial Hermann-TMC hired and trained over 780 nurses and created more than 1,100 new RN positions. Campus leaders and talent acquisition continue to seek out and hire great candidates to join the Memorial Hermann-TMC / Children's Memorial Hermann Hospital family.

2022 Employee Engagement

The 2022 Employee Engagement results are in. Thank you for sharing your voice in this important survey. Overall, the Employee Engagement and Safety Culture Index performed lower than the 2021 survey; however, there were still multiple high-performing themes among Press Ganey's six engagement items.

High-Performing Themes

Meaningful Work
Professional Development Opportunities
Patient Safety

Areas of Focus

Staffing

Stress and balancing work and personal time

Memorial Hermann continues to expand its efforts related to equity, diversity and inclusion. Clinical staff is continuing to have their voices heard through shared governance. Both factors help us to see high-performing themes similar to the previous year.

Staffing continues to be a challenge at Memorial Hermann-TMC, as it does across Texas and the nation. Recruitment efforts continue from Leadership, Human Resources and Talent Acquisition to identify new employees to fill vacancies across the organization. Memorial Hermann is using creative and innovative methods to develop short- and long-term pipelines.

Memorial Hermann-TMC and Children's Memorial Hermann Hospital are committed to partnering with clinical teams as we continuously work to improve staffing and employee wellness.

Bachelor of Science in Nursing (BSN)

As a Magnet-recognized facility, it is important for Memorial Hermann-TMC to maintain a BSN or higher rate of 80% or more. At the end of FY22, our BSN rate remains above our maintenance goal at 88%.

Professional Nursing Certification

Achievement of a professional nursing certification signifies nursing expertise in specialized patient care. Memorial Hermann-TMC supports nursing certification as part of professional growth and development through voucher programs, reimbursement and free educational resources such as CE Direct.

The campus certification rate has increased from 34.9% in FY21 to 38.7% in FY22.

Congratulations to the 910+ certified nurses on campus across more than 90 specialty certification types.



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TOP NURSING CERTIFICATIONS	TOTAL RNs CERTIFIED
CCRN®	133
RNC-NIC	88
CVRN-Level 1	63
CPN®	57
CNOR®	46

Nursing Resource Library

The Memorial Hermann-TMC Magnet used input from the Professional Growth and Development Council to create a library with study guides, practice questions and other resources to support nursing certification exam preparation. The library has almost 300 total copies of 41 different books. Nurses can check out a book during a visit to the Magnet department for a 30-day period. They can also check out one when the rolling library makes a visit to their unit.

Professional Development and Education

Memorial Hermann-TMC provides educational advancement and professional development opportunities through continuing education resources.

A few CE opportunity examples include:

Geriatrics: Care of the Older Adult
Rock Stars of Nursing New Knowledge,
Innovations and Improvements Poster Fair
Nursing Documentation and the Legal Process
Essentials for Leaders: The Role of the Clinical
Coach
EKG Interpretation: Beyond the Basics

Virtual Magnet Conference

Travel restrictions across the Memorial Hermann Health System limited the ability to take a group of nurses to the 2021 Magnet Conference and participate in a delayed celebration of re-designation as a Magnet-recognized organization. Conference content was available via a virtual platform.

Memorial Hermann-TMC leadership pivoted quickly and delivered a full Magnet conference experience virtually. Keynote speeches were live-streamed into a central conference room, and smaller breakout rooms were set up for concurrent sessions. Discussion and collaboration time allowed for idea sharing as well as planning for the Shared Governance Council leadership teams.

A special event, with presence by the Executive Leadership team, celebrated the campus's re-designation as a Magnet-recognized organization. Teams from across the campus built relationships and re-invigorated their drive to deliver clinical excellence.

Community Involvement

The Pediatric Emergency Department worked to bring smiles to those in their care in spring 2022. The team created an egg hunt in the department for their patients, including some children who had been involved in a motor vehicle collision. This event put smiles on faces and helped to distract some of their youngest patients at a time when they needed it most.

The Heart Failure ICU team worked on multiple projects together to support the Greater Houston community. The team worked together to raise money toward the purchase of food and supplies for Nora's Home. Nora's Home is a hospitality home that serves patients from any from any of the solid organ transplants in the Texas Medical Center, giving them an affordable place to stay and a community of supporters. The donations from the Heart Failure ICU team helped to alleviate the financial burdens of these families.



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.

Workforce Innovation Learning Lab

Memorial Hermann-TMC has continued its partnership with the Cizik School of Nursing to develop WILL@MH, a Workforce Innovation and Learning Lab further. During FY22, we helped to design, test and evaluate innovations that may expand nursing workforce capacity using novel care, education and retention models.

The team developed a model of care using teams of LVNs and RNs to provide care in structured format on a single unit. The LVN-RN Team Nurse Staffing Model has an RN leading a team of LVNs to provide quality patient care while practicing at the top of their respective licenses. The initial pilot for this model occurred on an Orthopedic/Surgery Acute Care Unit. Data collection and analysis to determine effectiveness is in progress, with requests to expand this model to additional areas.

Collection of data is also underway to evaluate the effect of COVID-19 on new graduate RNs' transition to practice. The team is collecting survey data to compare information pre- and post-pandemic. Future onboarding for new graduate RNs, as well as, ongoing training for all staff and support programs, may come out of this data.

The WILL team has also supported work done through the education department to design and implement a new preceptor model. This novel model would revise the existing model to support and increase the number of new RN orientees and accelerate the transition to practice.



Sharing Nursing Knowledge and Innovation Through Publications

- N95 Reprocessing Center: Rapid Implementation and Improvement. Published in *Lean Six Sigma Review*, 21.1,10-15 (2021). McVey, C.
- Surgically Implanted Impella Device for Patients on Impella CP Support Experiencing Refractory Hemolysis. Published in *ASAIO Journal* (2022). De Armas, I., Bergeron, A., Bhardwaj, A., Patarroyo, M., Akay, M., Al Rameni, A., Patel, M., Patel, J., Marcano, J., Kar, B., Gregoric, I.
- Nurse-sensitive Indicator Quality Improvement Toolkit: A Scalable Solution to Improve Health Care-associated Infections. Published in *Journal of Nursing Care Quality* (online ahead of print, 2022). McVey, C., von Wenckstern, T., Mills, C., Yager, L., McCauley, C., Rivera, Y., Reed, E.
“Perioperative Considerations” *Core Curriculum of Neuroscience Nursing*. American Association of Neuroscience Nurses. Peneza, D.

Conference Posters and Presentations

- Polishing our Gems: Staff Retention Strategies for Clinical Leaders. *ANCC Pathway and Magnet Conference*. (Poster, 2021). Peneza, D.
- Our Shared Goal: Stability in Crisis Through Creative Education. *AORN Virtual Global Surgical Expo*. (Podium, 2021). Peneza, D.



- How the Pandemic Reframed the Neuroscience Service Line Educational Paradigm Through New Grad Skills Fair. Rising Together: *AANN Annual Conference*. (Poster, 2022). Bernal, K. and Bulan, R.
- Outcomes of Enabling Student Placement During a Pandemic: A Strategic Academic Partnership. *Sigma Theta Tau Research Conference* (Podium, 2022). Pine, R., Yu, E., von Wenckstern, T., Santa Maria, M., McCain, C., Owen, C., Vivatanasorn, M., Ebel, J.
- Examining the Association Between the Nurse Manager’s Span of Control and Voluntary Nursing Turnover. *SNRS*. (Podium, 2022). McVey, C., Pine, R., Padhye, N., Djukic, M.
- Improved Compliance with Postoperative Neurosurgical SSI Preventative Measures. *SPS National Learning Session*. (Poster, 2022). Regalado, L.
- Nurse Mentoring: Key to Professional Integration and a Sustainable Future. *AORN Global Conference and Expo*. (Podium, 2022). Ebert, D., Peneza, D.

Local Projects and Presentations

- Controlled Distribution of PPE During a Global Supply Shortage. *UTHealth-Memorial Hermann TMC Quality Symposium*. McVey, C., Harrelson, J. Garcia, A., Holwerda, C., Mitchel, E., Jenkins, M., McBride, J., Moore, E.
- Decreasing HAIs with an Innovative Nurse-sensitive Indicators Improvement Toolkit. *UTHealth-Memorial Hermann TMC Quality Symposium*. McVey, C., von Wenckstern, T., Mills, C., Yager, L., McCauley, C., Rivera, Y., Reed, E., Boston, K.
- Increasing Frontline Staff Engagement in Shared Governance. *Memorial Hermann Robust Process Improvement Expo*. McVey, C., von Wenckstern, T., Pine, R., Nguyen, D., Perez, A., Short, Y., Holwerda, C.
- OR to ICU Hand-off After Cardiac Surgery. *Memorial Hermann Robust Process Improvement Expo*. George, B., John, S., Akkanti, B., Liang, Y., Warner, M., Chipuk, H., Mathew, A.
- Rapid Creation of a Predictive Staffing Tool. *Memorial Hermann Robust Process Improvement Expo*. McVey, C., Bachman, N., Holwerda, C., Morgan, K., Simington, S., Standiford, L.
- Reducing Barriers to Calling Code Greens. *UTHealth-Memorial Hermann TMC Quality Symposium*. Holwerda, C., Roberson, B., Cleveland, K., Woods, K., Rhone, S., McBride, J., McVey, C., Davis, A., Melton, W., Vivatanasorn, M.
- Reducing Turnaround Time in the Cath Lab. *UTHealth-Memorial Hermann TMC Quality Symposium*. Holwerda, C., Greene, A., von Wenckstern, G., Samaniego, R., Dean, K., Melendez, A., Rectenwald, B., Scott, A., Sarsoza, H.
- The Impact of Change: A Quality Coordinator's Influence on Improving Quality Care. *Memorial Hermann Robust Process Improvement Expo*. Becvar, A., Edquilang, G. Headley, J., von Wenckstern, T.

Nursing Research: Role of Magnet-Recognized Hospital Nurse Managers in Implementing Evidence-based Practice: A Mixed Method Study

Della Mathew, PhD, RN, PGDHA, EDHI, completed a mixed method research study as part of her PhD program. She investigated the gap between nursing science and practice and the evidence that nurse managers (NMs) had a pivotal leadership role in implementing EBP at the bedside.

The study targeted critical care and acute care NMs of all Magnet-recognized hospitals in the United States. The Implementation Leadership Scale (ILS) and interview guide collected data over three months. Correlations, multiple regression, and content analysis answered the research questions.

The results reported that NMs did have struggles implementing EBP. Prominent themes in qualitative data analysis reinforced findings from the survey. Lack of knowledge, difficulties with the EBP process, time constraints and staffing issues negatively influenced EBP. Factors that enhanced implementation of EBP included post-graduate NMs, formal EBP education, certification, working in critical care units, collaboration with doctorally prepared nurses and Magnet organizational culture.

This study showed that NMs are necessary to shape evidence-based care at the bedside and at an organizational level to sustain Magnet recognition.

Empirical Outcomes

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

Proactively Planning for Safety with Patients and Staff

Patients with behavioral health needs are present daily basis at Memorial Hermann-TMC. Care and management of these patients can be challenging. Their behaviors can escalate, leading to incidents of workplace violence. A week-long Kaizen event was held in November of 2019 due to national increases in workplace violence, as well as, some specific events on our campus.

The goal of the Kaizen was to work together to identify and test possible solutions and gain executive-level leadership support for implementation. The key stakeholders that participated in the Kaizen included bedside staff and leaders, including representatives from Psych Response, Rehabilitation Services, Radiology, Continuous Visual Monitoring Partners, Nursing, PCAs, Education, Security, PBX, Risk Management, Physicians and other departments. The team worked to understand the current state, discuss possible solutions and test pieces of the new process in real time to quickly modify and retest. The team identified that they needed to develop a behavioral health escalation process, create a predictive risk assessment tool and also have a process for response based on the risk assessment results.

The team recognized that the campus did not have a formal process for managing patients with behavioral events, with the exception of the Code Green process. Code Green activation and response was variable throughout the campus. The team felt it was important to change our approach from being reactive to proactive. They implemented a predictive risk assessment tool using the validated Broset violence checklist and a Behavioral Emergency Response Team (or BERT).

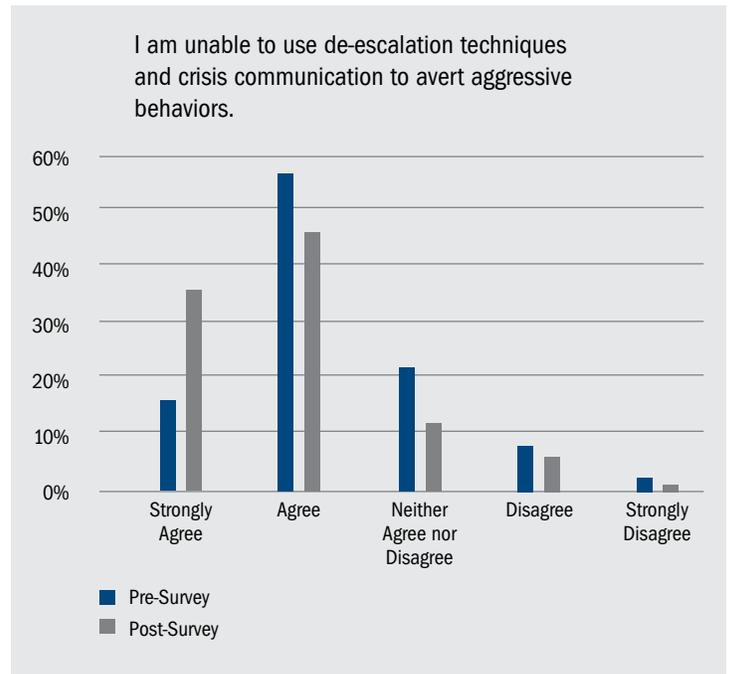
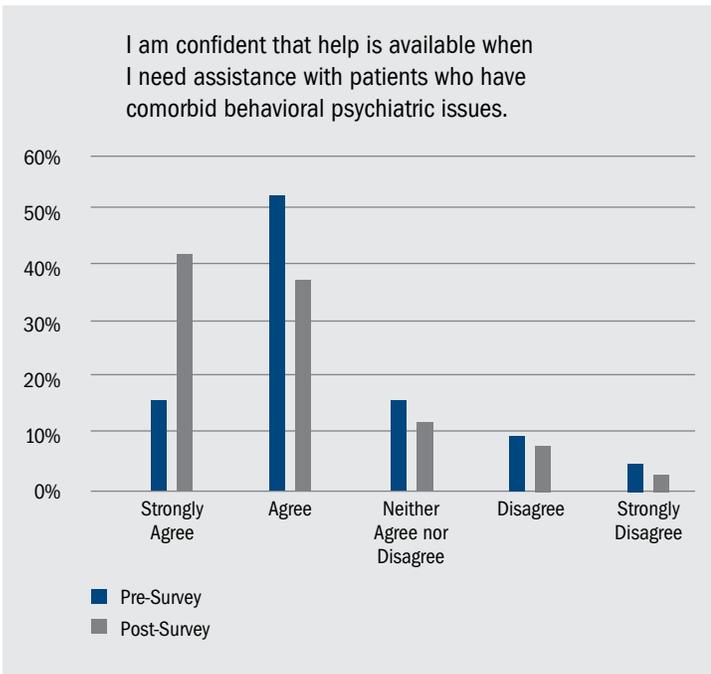
The team introduced two new interventions to the campus in January 2022: Code BERT and Early Intervention. Code BERT is similar to a rapid response—the clinician needs urgent help for patient behavior management. During Code Green events, the staff needs help emergently. The team also implemented Early Interventions as a preventative measure to reduce escalation of behaviors.

A proactive behavioral risk assessment is now completed every shift and upon admission. Based on the assessment, the nurse may escalate to the BERT team. BERT clinicians will come see the patient, assess and create a care plan. Risk assessments continue every shift, along with implementation of the care plan. Each care plan includes a patient's triggers, de-escalation techniques and a plan to help maintain behaviors at a safe manageable level.

The BERT clinicians have also made an impact on how comfortable staff feel taking care of patients with challenging behaviors. Staff completed a pre-intervention survey in October 2021 and a mid-intervention survey in June 2022. A comparison of survey questions indicated direct impact to the staff in the following areas:

- Staff feel confident help is available when they need assistance with patients who have comorbid behavioral or psychiatric issues: Increased 163% in strongly agree answers.
- Staff know when to ask for outside help for a patient with psychiatric issues or dangerous behaviors: Increased 114% in strongly agree answers.

- Staff feel able to recognize warning signs in patients whose behaviors may escalate to aggression or dangerous behaviors: Increased 114% in strongly agree answers.
- Staff are able to use escalation techniques and crisis communication to avert aggressive behaviors: Increased 150% in strongly agree answers.



Fall Reduction

The Cardiovascular IMU (CVIMU) Quality Champs and Unit Practice Council (UPC) regularly reviews unit-level data to identify any trends and look for improvement opportunities.

The CVIMU staff, led by their Unit Practice Council (UPC), focused their efforts on optimizing safety for all patients. The team noticed similarities in patients who required assistance to move from bed to chair. The staff shared that these patients often did not call for help to walk to the bathroom or return to bed. The team identified the implementation of chair alarms for all patients as an opportunity for preventative safety.

In October 1, 2021, the team went live with a project to implement chair alarms on all patients in CVIMU. Patients had a chair alarms, regardless of Johns Hopkins Fall Risk Assessment score. Staff discussed this intervention in shift huddles. The team conducted audits and just-in-time coaching. The unit manager and UPC chairs discussed this initiative with the staff during scheduled meetings.

CVIMU has been able to demonstrate a benefit to patient safety since the implementation of mandatory chair alarms in October 2021. Future data collection and analysis opportunities exist, and there are opportunities to spread the practice to other units.



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