

MEMORIAL HERMANN-TEXAS MEDICAL CENTER NURSING ANNUAL REPORT FY 2020-2021



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TABLE OF CONTENTS

01 Message from the Vice President and Chief Nursing Officer

02 Professional Nursing Practice
Nursing Mission, Nursing Vision

03 Transformational Leadership

05 Exemplary Professional Practice

08 Structural Empowerment

13 New Knowledge, Innovations and Improvement

16 Empirical Outcomes



Message from the Vice President and Chief Nursing Officer

Awesome Nurses,

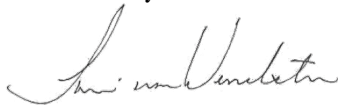
I struggled with my annual message this year. On one hand, it has felt like a very long battle we have fought on a daily basis. We have struggled with staffing, COVID-19 surges, vaccinations, fatigue, floods, and tremendous loss. The days were long, the struggles were real, and the patients continued to come for care. On the other hand, I have been inspired and motivated by YOU and the Memorial Hermann-TMC staff that continue the work we have 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 became 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, offered CEs with national speakers such as Cy Wakeman, created 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. This is an amazing accomplishment 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 the dedication and work you have given 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

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.

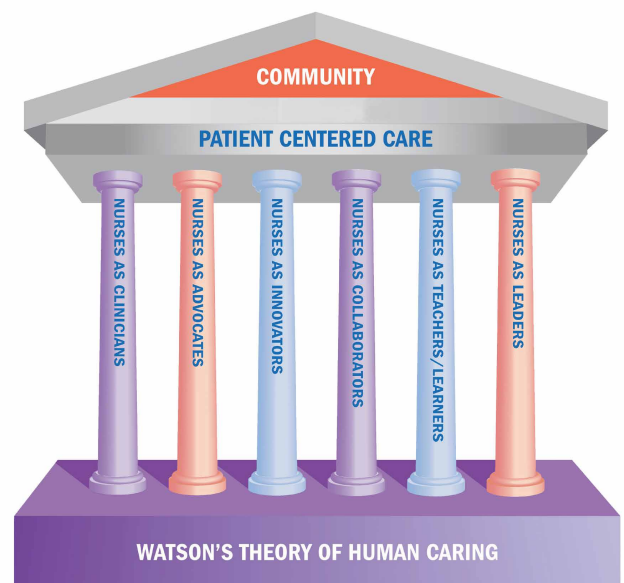
Nursing Vision

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.

The PPM structure defines how we perform nursing excellence by putting patients first. Placing patient-centered care at the top of our model illustrates the safety and wellbeing of our patients is always held as the highest priority. Memorial Hermann-TMC's professional nurses keep that tenet intact as the primary link to the patient. Nurses serve as the pillars of patient-centered care in their role as clinicians, advocates, innovators, collaborators, teachers, and leaders.

FY21 Professional Practice Model





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 implemented multiple communication strategies to create more ways to connect with clinical staff in addition to rounding on units. The weekly *Zoom Huddle Up! MH-TMC All-Nursing Huddle* sessions were initiated to provide updated information on campus and system statuses through the initial COVID-19 surges. This forum expanded throughout FY21 to bring professional development tips, critical topics, and guest speakers to help staff grow in their career and provide a platform to ask questions.

The electronic *Toni Talks* Newsletter was also created to increase staff awareness on pertinent topics and develop further connections. Topics include reflections from leaders and staff, the Magnet Model, the Nursing Strategic Plan, Quality updates, and information on The Joint Commission preparedness.

Leadership and Staff Virtual Events

Memorial Hermann-TMC obtained a \$40,000 grant to support nursing attendance at three professional development events hosting guest speakers.

Building a Resilient Workforce - featuring guest speaker Lesly Kelly, PhD, RN, FAAN. This one hour event was attended by over 80 RNs and clinical leaders.

Leadership: Building Sustainable Resilience in Ourselves and Our Teams - featuring guest speaker Cy Wakeman. This four hour event was attended by over 200 nurses.

Finding Peace, Happiness, and Greatness in Transformative Times - featuring guest speaker Cy Wakeman. This one hour event was attended by over 100 nursing, physician, and leadership attendees. A recording of this event is saved on the Magnet Communities Page.

Dedicated Education Unit

Suspended clinical experiences for nursing students during the COVID-19 pandemic created a challenge for senior nursing students and hospitals. Clinical gaps left students unable to meet graduation requirements, pass nursing boards, and enter the workforce. At the same time, hospital demand for nursing services was increasing. Memorial Hermann-TMC partnered with the University of Texas Cizik School of Nursing to create a Dedicated Education Unit (DEU) in alignment with the National Council of State Boards of Nursing journal. The DEU enabled consistency of practice for staff, faculty, and students by collaboratively developing clinical and education protocols. The DEU utilized dedicated faculty, with an emphasis on immersion of students into a clinical setting. The faculty worked with staff to develop clinical skills and identify opportunities to expand clinical reasoning. Formal orientation to the DEU was developed, enabling clinical and academic partners to build the trust and efficiencies needed to optimize clinical education experiences while maintaining safety.

Sixteen students were able to complete 1,920 clinical hours during the COVID-19 pandemic. Initial evaluation of student, faculty, and clinical staff responses indicate a high-level of satisfaction with the model. Academic outcomes, including exit exam performance and clinical competency will be evaluated. Impact of the DEU model on patient outcomes, including patient satisfaction and key nurse-sensitive indicators is planned.

Implications from this project are far-reaching. The clinical-academic partnership and support from executive leadership enabled a successful clinical education model to sustain students' access to clinical settings during a pandemic. This model also relieved the workload burden for clinical staff. The processes and templates developed for the DEU are replicable and scalable. Other healthcare and academic systems could benefit from our experience to adapt the model to local settings for current and future surge planning.

Expanded Support from Wound Care Nurses

Wound Ostomy Care nurses (WOCNs) utilize specialized knowledge in partnership with unit staff to reduce incidence of Hospital Acquired Pressure Injuries (HAPIs) and improve outcomes. Over the last fiscal year, Toni Lindsey, Clinical Manager of Hyperbaric Medicine and Wound Care gained approval to increase the number of WOCN staff. This allowed for dedicated coverage in each Memorial Hermann-TMC and Children's Memorial Hermann pavillion. In addition, it enables staffing two nurses to cover the Jones and Sarofim towers with higher volume of consult needs.

Increased WOCN staffing helped to standardize the contact person for each inpatient unit, build rapport between teams, and increase overall communication.

The WOCNs previously evaluated only pressure injuries stage 2 or greater but are now able to evaluate all potential pressure injuries regardless of stage. Increased assessments and support for staff by clinical specialists is a crucial piece in our continued journey to decrease the percentage of patients with HAPIs.

Identifying Pressure Injuries upon Admission

Thorough assessment and recognition of skin issues are critical components of accurate identification and documentation of potential pressure injuries upon admission. In January 2021, a new policy was implemented for two nurses to complete this assessment and validate each other's findings.

Lauren Standiford, Clinical Director-Red Duke Trauma Institute, designed a method to monitor the implementation of this new process. A weekly report was created in April 2021 to track the documentation of the 2-person assessment upon admission. Through ongoing review and staff follow-ups, the compliance with this documentation has increased by 65%. Compliance with the 2-person assessment process has increased documentation accuracy of pressure injuries that are present on admission.

Exemplary Professional Practice

Strive to promote 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.

Revised Nursing Mission and Vision

The Memorial Hermann-TMC nursing mission and vision were updated in FY21 with the help of nursing staff and leaders. 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 previous Memorial Hermann-TMC nursing mission and vision statements were well thought out with input from all levels of care. While they are still appropriate, the feedback this year was to simplify the wording, incorporate the new 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 statements. The work you do, and care you provide, have ever-lasting impacts to our patients, families, community, and the entire care team!





Nationally Recognized Pediatric Care

The 2021-2022 *U.S. News & World Report* recognized Children's Memorial Hermann Hospital (CMHH) 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.

CMHH ranked as the number 3 Best Children's Hospital in Texas and number 4 in the southwest region in this year's rankings. The team was recognized for the fourth year in a row with the pediatric cardiology and heart surgery care ranking at number 23 and the pediatric neurology and neurosurgery at number 32 in the nation.

Achieving these rankings is the result of a continuous improvement mindset and collaboration within the CMHH care team and other children's hospitals across the nation. This ongoing collaboration and innovation sets the CMHH team apart, earning them national recognition and distinguishing CMHH as a leader in pediatric care.

Beacon Awards for Excellence

The Neuroscience Service Line has achieved the Beacon Award for Excellence in multiple units at both the bronze and silver levels. This award requires that units meet specific criteria in leadership, staffing, engagement, communication, knowledge, learning evidence-based practice, and quality outcomes. Beacon award units improve their patient outcomes with evidence-based practice information, helping to build credibility and increase satisfaction from patients and staff. Congratulations to these care teams for this great accomplishment!

Salute to Nurses

The Houston Chronicle's Salute to Nurses honored 23 Memorial Hermann Nurses in October 2020, including the following

Memorial Hermann-TMC Nurses:

- Kimberly Barton, MSN, RN, CCRN
Memorial Hermann-TMC
- Daphny Peneza, MSN, RN, CNOR
Memorial Hermann-TMC
- Lashawn Pursley-Huey, MSN, RN
Children's Memorial Hermann Hospital

Nurse Excellence Award Winners

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

- Ashley Thayer-Vinson, RN - NIMU
- Christi Lee, BSN, RN - Day Surgery
- Clare Carroll, MSN, RN, CHPN -
General Medicine
- Gabrielle Edquiang Domenichini,
MBA, BSN, SCRNP - Neuroscience
- Joy Jackson, MBA, BSN, NPD-BC -
Hospital Education
- Rachelle Bulan, MSN-Ed, CVRN,
RN-BC -Neuro Education
- Amber Bordelon, BSN, RN - HCICU
- Destiny Young, BSN, RN, CCRN -
Pediatric Transport
- Tammy Christenson, BSN, RN, RNC-
NIC-NICU
- Luz Huerta, BSN, RN, CPN-RCW
- Sarah Loeffler, BSN, RN, CPEN -
Pediatric ER
- Stacy Leonard, BSN, RN - PICU

Professional Organization Leadership

Memorial Hermann-TMC Nurses elected to leadership positions in professional organizations

- Darlene Murdock, BSN, BA, RN, CNOR,
CSSM - AORN National Secretary
- Rosemary Pine, PhD, RN, BC -TNA
District 9 Secretary
- Daphny Peneza, MSN, RN, CNOR -
AORN Houston Chapter President

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 8 recognitions in the 2020 awards for Large Hospital and Nursing Administration categories. Congratulations to the award recipients:

- Krista McSwain, MSN, RN
- Breanna Reed, BSN, RN, SPN
- Darlene Murdock, BSN, BA, RN,
CNOR, CSSM
- Matthew Gresell, BSN, RN
- Clover Johnson, RN, CEN
- Jenna Kranz, BSN, RN
- Daphny Grace Peneza, MSN, RN,
CNOR, CSSM, TNCC

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 empowering nurses to invest in personal and professional commitment to the organization and the community.

Shared Governance

One of the ways we can lift each other and the campus to greatness is through our Shared Governance Councils. We have recently completed a restructure of the councils, using input from frontline and clinical staff. This 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 new format started in April 2021 and has had great participation so far!

Nurse Residency Program

Memorial Hermann Health System Nurse Residency Program (NRP) is accredited with distinction as a Practice Transition Program by the American Nurse Credentialing Center's Commission on Accreditation in Practice Transition Programs. The program consists of a series of work and learning experiences that emphasize and develop the clinical and leadership skills.

Samara (Sam) Smith, BSN, RN joined the Central Education team as an Education Resource Specialist for Nurse Residents. She assists our NRP coordinator Yashamika Short, MSN, RN, NPD-BC, to manage and deliver the evidence-based practice curriculum. Together they promote discussions and act as a sounding board to the nurse residents; helping them thrive in their first year of employment.





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. A formal certification resource library is being developed for use by all staff.

The campus certification rate has increased from 33.9% in FY20 to 34.9% in FY21. Congratulations to the 855+ certified nurses on campus across more than 80 specialty certification types.

TOP NURSING CERTIFICATIONS	TOTAL RNs CERTIFIED
CCRN®	197
RNC-NIC	92
CVRN-Level 1	48
CPN®	42
CNOR®	45

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 FY21, our BSN rate remains above our maintenance goal at 88%.

New Employees Hired and Oriented

In FY21, 801 nurses were hired and trained, including 342 Nurse Residents. 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.

2021 Employee Engagement

The 2021 Employee Engagement results are in, thank you for sharing your voice in this important survey. Overall Employee Engagement and Safety Culture Index performed lower than the 2020 survey; however, the scores were higher than the 2021 national healthcare average based on Press Ganey's 6 engagement items.

High Performing Themes

- Commitment to Workforce Diversity
- Professional Development Opportunities
- Respect and Teamwork

Areas of Focus

- Staffing
- Stress and balancing work and personal time
- Environment makes employees want to go above and beyond what's expected

Memorial Hermann's commitment to equity, diversity, and inclusion and clinical staff's involvement in the new Shared Governance Model and Nursing Strategic Plan is reflected in the high performing themes of this year's survey. Staffing continues to be a challenge at Memorial Hermann-TMC as it does across Texas and the nation. Leadership, Human Resources, and Talent Acquisition continue to recruit new employees to fill vacancies across the organization.

Leadership is working with government representatives, nursing schools, and other community-based programs to address barriers in increasing nurses across the state and identify new pipelines and care models to resolve these challenges.

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



Professional Development & Education

Memorial Hermann-TMC provides educational advancement and professional development opportunities through continuing education resources. This year, we offered 176.37 CEs to over 1,039 RN participants.

A few CE opportunity examples include:

- “It takes a Village: Signs of Hope through Disaster”
- 2021 TACVPR Virtual Conference: Updates & Current Challenges in Cardiac and Pulmonary Rehabilitation
- Forensic Evidence Preservation: Optimizing Patient and Community Safety Outcomes
- Essentials for Leaders: The Role of the Clinical Coach
- EKG Interpretation: Beyond the Basics

Compassionate Care Connecting Families

Multiple members of the same family often faced hospitalization at the same time during the COVID-19 pandemic. This caused a strain in their support systems, and created new challenges in coordinating care. The Memorial Hermann-TMC Medical ICU initiated innovative ways to continue to deliver compassionate care.

When multiple members of the same family were hospitalized, the bedside nurses, respiratory therapists, leadership, and physician teams coordinated face-to-face visits, while ensuring both patients continued to receive high-level ICU care. This act of compassion allowed patients to hold hands and speak face-to-face with their loved ones. Nursing staff captured photos at patients’ requests, and shared with the family. Multiple visits for each family were facilitated by staff, allowing family members to see each other and say goodbye if one or multiple members passed away.

The Medical ICU team continued to modify their nursing assignments to provide a stronger support system and communication when caring for families beyond the COVID-19 pandemic. This multi-disciplinary team continued to show compassion to all patients and families during this challenging time.

Partnership with University of Texas Cizik School of Nursing

Coming together is a beginning; keeping together is progress; working together is success.” - Henry Ford

Memorial Hermann-TMC partnered with UT Cizik School of Nursing to recruit their nursing students to become vaccinators in our employee, transplant, and advanced heart failure clinics. The vaccine clinic partnership began in December 2020 with meetings between Toni von Wenckstern, CNO for MH-TMC, Dr. Santa Maria, Dean of the Cizik School of Nursing, Dr. Erica Yu, associate Dean for Undergraduate Nurses, Rosie Pine, Director of Hospital Education, and Kenyetta Morgan, Director of Operations and the vaccine clinic. This team met with two goals in mind: provide a practical community health experience for students, and free up hospital staff to care for acutely ill patients. Objectives, educational training, and logistics came together with 176 senior-level community health students supporting the multiple vaccine clinic locations.

Central Education team members and UT faculty supervised and guided the students. These students gained valuable experience in administering vaccines, patient education, and logistical work.

The program was so well received by staff in the clinics that the students were invited to continue their rotations in other clinics, further advancing the hospital and academic partnerships. This is a great example of hospitals and academia working together for the community!



Community Health

Pinay Catalan, MSN, RN, partnered with Clinical Nutrition Services and UT to provide a COVID-Compliant inaugural Diabetes Awareness Fair in November, 2020. The even reached over 50 individuals, including employees and visitors.

Winter Storm Uri hit Houston in February, 2020 causing widespread damage and the loss of over 2,000 blood products across the Gulf Coast Region. This resulted in a critical blood shortage.

This shortage created an emergent need for donors of every blood type. Memorial Hermann-TMC held several blood drives to help replenish the area's blood supply. Through the hard work of the Partners in Caring team and the generosity of our donors, more than 300 units of blood products were collected in three days. This supply represents over 900 lives saved!

Partners in Caring (PIC) is a system-wide team responsible for helping shape and embed the Memorial Hermann Culture at the System and Local levels. The PIC team includes over 525 employees across the organization, including clinical staff, support services, leaders, and administrative personnel.

The Memorial Hermann-TMC and Children's Memorial Hermann Hospital PIC team members include Nurses, Respiratory Therapists, Unit Coordinators, Case Managers, Materials Management, Security, Medical Staff Services, Occupational Therapist, Chaplains, Education, Medical Technologists, Volunteer Services, Customer Service, Surgical Services, Rehabilitation Services, Patient Access, Human Resources, and Facilities.

Members of the PIC team are trained engagement ambassadors. They assist with the development and implementation of activities, programs, and events that recognize, support, and engage employees on our campus.

Recognition Programs: Employee of the year, Physician of the year, You-Got-Caught-Caring, PIC Coins, Drop-in Visits

Employee Support Programs: PIC Catastrophic illness bank, PIC catastrophic employee assistance fund

Inclusion Programs: Spirit week, hospital week, employee engagement, chili cook-off

Community: Blood drives, American Heart Association Heart Walk, MS-150

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.

Nursing Research Partnership

Nearly 5 million nurses in the U.S. represent the backbone of the healthcare system. Nurses provide highly complex care for seriously ill patients 24/7. The demand for nurses across the U.S. continues to grow as the overall population and 65+ populations increase in addition to the effect of the COVID-19 pandemic on nursing shortages. Currently, in the state of Texas, the healthcare system needs 27,000 more nurses than are available. By 2032, the shortage of nurses in Texas will grow to 57,000. The gap between supply and demand is further perpetuated by aging workforce retirement and inadequate capacity of the nursing education system to accept all of the qualified applicants into their programs.

The combination of nursing shortages and continued reliance on traditional nursing models is contributing to stressful working conditions. This environment makes it challenging to keep nurses at the bedside using existing best practices.

Memorial Hermann-TMC is partnering with the Cizik School of Nursing to create WILL@MH - a Workforce Innovation and Learning Lab. At WILL@MH we will be designing, testing, and evaluating innovations that can expand nursing workforce capacity using novel education and retention models.

This will include nurse-led, evidence-informed, care delivery processes, professional growth and development programs, and partnerships between education and practice systems to create new nursing workforce pipelines. The Shared Governance Councils will be involved in the various WILL@MH projects for nurses at all levels to have a voice in these novel approaches.



Sharing Nursing Knowledge and Innovation through Publications

- CE: A Nurse's Guide to COVID-19. Published in the *American Journal of Nursing*, 121.3, 28-38. (2021). Perkins, Russell, et al.
- Reprocessing N95s with Hydrogen Peroxide Vaporization: A Robust System from Collection to Dispensing. Published in the *American Journal of Infection Control*. 10.011 (2020). McVey, C., Ellsworth, M., Ferguson, L., Boston, K., Haltiwanger, B., Pavlovich, S., Warren, M., Patel, B., Katz, J., & Ostrosky-Zeichner, L.
- Perioperative Nurse Educators: Rapid Response to the COVID-19 Pandemic. Published in *AORN Journal*, 113(2) 180-189. (2020). Peneza, D., White-Edwards, K., Bricker, C., Mahabee-Betts, M., and Wagner, V.
- N95 Reprocessing Center: Rapid Implementation and Improvement. Published in *Lean Six Sigma Review*, (in press 2021). McVey, C.

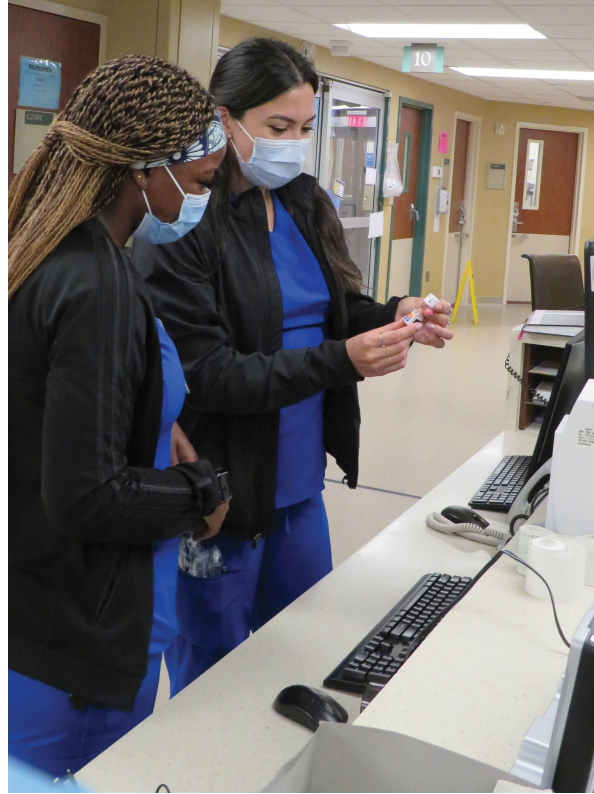
Conference Posters and Presentations

- Lessons Learned and How Organizations are Managing Under Current State - Southeast Texas Chapter ACHE Quarterly Meeting (2021, panel discussion), Von Wenckstern, T.
- Catalyzing a Practice-Academic Partnership Model with Dedication Education Units to Meet the Clinical Care and Education Needs during the COVID-19 Pandemic. SNRS (2021, Podium) Owen, C., Ebel, J., Yu, E., McCain, C., Pine, R., Von Wenckstern, T., Djukic, M.
- A Surgical PPE Taskforce can Improve PPE Selection During a COVID-19 Pandemic. *Sigma Theta Tau Work Environment Conference* (2021, Podium). Peneza, D., Pine, R., and Evans, M.
- Tai Chi: A Collaborative Effort Between Level One Trauma Centers. *American Trauma Society, Injury Prevention Professionals Symposium* (2021, Podium), Yell, J.
- Increasing the Use of Mother's Own Milk through NICU Lactation Education for Antepartum Patients. Vermont Oxford Network Improvement Science (2020 Poster). Wescher, A.
- Increasing Neuro Knowledge Through Neuroscience Nursing Academy. Stroke Care Conference (2021, Poster). Bernal, K., Bulan, R., Matthew, D., and Sajche, J.



Local Projects and Presentations

- Raising the Bar on Scanning Medication and Lab Label Compliance in the Neuroscience Service Line. *UTHealth-Memorial Hermann TMC Quality Symposium*. Bernal, K., Bulan, R., Matthew D., and Sajche, J.
- Hypoglycemia Management Campaign. Catalan, P., Mathees, M.
- Use of Freestyle Libre 2 CGM at Discharge Program to Achieve Blood Glucose Control in Transplant Patients. Catalan, P.
- Cristo Rey Jesuit High School: Stroke Presentation. Bernal, K., Bulan, R., and Sajche, J.
- Best Practice Strategies for Early Recognition of Psychological Distress in Trauma Patients to Promote Healing. Gay, C.
- AORN History of Diversity: Shaping our Future. Murdock, D.
- University of St. Thomas Student Nursing Association: Nurse Residency Virtual Information Panel. Short, Yashamika.
- Alief Center for Advanced Careers: Healthcare Perspective. Short, Yashamika.
- Best Fit Hiring Research Study. Short, Yashamika.
- Nursing in the Mist of a Pandemic. Watts, B.
- Chi Eta Phi Nursing Sorority Inc for National Youth and Obesity Day: Healthy Food and Healthy Choices. Watts, B.
- Problem Solving CLABSI Prevention: Frontline Engagement & Solutions to Improve Central Line Dressing Integrity. *MHHS Quality Symposium*. York, K., Kunkel, D., Rivera, Y., Schneider,



Peritoneal Dialysis Training in the Adult Patient Population

An increase in peritoneal dialysis patients during the COVID-19 pandemic created constraints based on the number of nurses trained to perform peritoneal dialysis. The adult hemodialysis team formed a multidisciplinary group of dialysis nurses and Nephrology physicians to develop a new training plan. The new training plan increased the number of trained nurses to ensure patients continued to receive safe, timely peritoneal dialysis.

Charge nurses participated in the 6 week training program which included training in communication, collaboration, coordination, and prioritization of patient care in addition to dialysis-specific procedures. The charge nurses were also trained on dialysis-related emergencies so they are prepared for any situation. This work has helped the team successfully overcome challenges to be able to safely care for the increased number of dialysis patients.

Empirical Outcomes

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

Memorial Hermann-TMC and Children’s Memorial Hermann Hospital benchmarks nurse-sensitive quality indicators against other large academic medical centers utilizing the National Database of Nursing Quality Indicators (NDNQI). The measures tracked include falls with injury, catheter-associated urinary tract infection (CAUTI), central line associated blood stream infection (CLABSI) and hospital-acquired pressure injuries (HAPI) stage 2 or greater. Our goal as a facility is to lead the nation in quality indicators and exceed the mean of other comparable facilities. In FY 21, we met the Magnet target for all metrics. We continue to set goals and focus on these metrics in continued improvement efforts.

K-Cards and Zero Boards

The 2019 Magnet site visit highlighted opportunities for enhanced staff ability to speak to quality metrics and standardization across unit quality boards. Last year, we set out to find and implement best practices for displaying and tracking data at the unit level. A group found evidence-based practices from a literature review, other academic medical center, and Children’s Memorial Hermann Hospital to guide the creating of ‘Zero Boards’ and ‘Kamishibai Report Cards’ (also known as ‘K-Cards’). The ‘Zero Boards’ provide clinical care units a way to easily track key patient safety indicators based on the number of safety events that occurred each month – with the goal being zero.

CLABSI Report Card - Day Shift

Unit _____ Complete 1 Audit/Shift Month _____

Day of the Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Letter Grade Based on Bundle Element Point Total (A=4/4, B=3/4, C=2/4, D=1/4, F=0/4)																																
Letter Grade																																
Below Bundle Elements worth 1 point (ex: if CVC tubing is labeled = 1 point, if tubing is not labeled = 0 points)																																
CVS Dressing Occlusive/Intact																																
CVC Dressing& Tubing is Labeled (DOI and change date/time)																																
RN evaluation of Line Necessity																																
Visual Audit - Scrub the Hub x 30 seconds																																

The ‘Zero Boards’ track the lag measures for these patient safety indicators. The K-Cards audit the lead measures for the same indicators. Staff on each unit audit the lead measures listed on the K-Cards for one patient each shift. Trending compliance with the lead measures helps units to target improvement efforts and achieve a reduction in patient safety events.

Drafts of the ‘Zero Boards’ and ‘K-Cards’ were presented to the Unit Practice Council (UPC) chairs and co-chairs as well as nursing leadership for feedback, revisions, and approval. Once approved, the tools and processes were rolled-out along with an education and communication plan. The first ‘K-Card’ for CAUTI was implemented in October 2020. This was followed quickly by K-Cards for CLABSI, HAPI, and Falls with Injury. Since implementation, there has been a decrease in the tracked patient safety indicators.

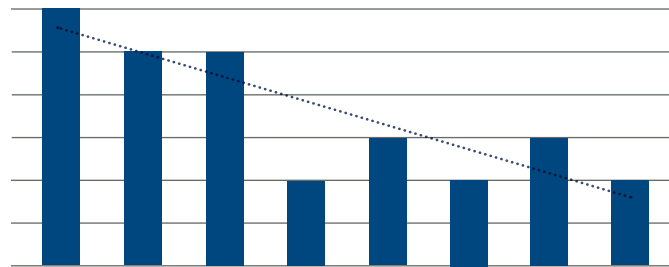
High-Risk Medication Escape Room

High-risk medications, such as heparin and insulin, carry a higher probability of injury than other medications. According to The Joint Commission (TJC), high risk medications are associated with significant risk of causing harm. The Institute of Safe Medication Practices (ISMP) states, these drugs “...bear a heightened risk of causing significant patient harm... when used in error.”

A trend in heparin and insulin medication variances was identified, leading a multidisciplinary team to create an educational event using an escape room format. A recently vacated clinical unit on 6 Jones allowed us to use a realistic environment to address clinical knowledge, skills, and communications related to medication administration.

A multi-disciplinary team of unit-based educators, process improvement nurses, central education, central supply, safety pharmacists, and ISD clinical solutions partnered to develop a patient room with needed supplies, including PYXIS machines and a Care4 training environment. All elements were reviewed by the infection prevention team, to ensure COVID-19 safety protocols were followed.

Catheter Associated Urinary Tract Infections - 8 Months of 31% Improvement Post K-Card Implementation



Educators designed, implemented, evaluated, and revised the escape room over a 5-month period. In the escape room, teams of 4-5 clinical staff worked together to complete puzzles and activities related to insulin and heparin medication safety within a 30-minute time limit. Team communication and clinical reasoning increased as the activity elements were completed and built upon each other. After the experience, a debrief is completed with the educator and the team to validate competencies and reinforcing significant learning points from the activity.

More than 500 staff nurses have participated in the escape room, and the feedback has been overwhelmingly positive. Nurse satisfaction and perception of competence and confidence was measured, revealing 96% would recommend the activity to their colleagues. After participating in the escape room, nurses identified increased competency in insulin profiles, medication documentation, and seeking clarification in medication orders. Anecdotal survey results revealed increased staff engagement and requests for more escape room experiences in the future. Variance reports related to heparin and insulin have decreased on our campus since implementation of this interactive, challenging and immersive gaming experience.

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