

PHOEBE PUTNEY
MEMORIAL HOSPITAL

**NURSING
ANNUAL
REPORT
2019**



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CNO MESSAGE

I would like to take this time to say thank you to all the nurses that make Phoebe a place of healing and comfort.

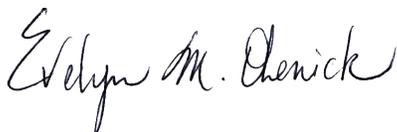
Our nurses continually make impactful contributions to the each patient's experience as advocates, clinical experts, educators and collaborators. So many patients and families trust us with their care because we make them feel welcomed, supported, informed and safe. It takes all Phoebe Family members working together in every interaction with patients and their caregivers to provide safe, consistent, high-quality and lifesaving care.

As recognition to the dedication of the nurses at Phoebe, this report includes examples of their dedication to all patients. Including:

- Phoebe's Shard Governance Strategy
- National and State Recognitions of dedication and quality of care
- New technology access
- Professional Development Opportunities

Again, thank you to our nurses. You make a difference every day.

Evelyn M. Olenick, DNP, RN, NEA-BC
SVP & Chief Nursing Officer



MISSION AND VISION OF NURSING

Phoebe's nursing team is optimizing quality by strengthening partnerships between patients, families and healthcare providers.

Nursing Mission:

In support of Phoebe's mission, our nursing team is committed to ensuring the delivery of quality, compassionate and competent nursing care.

Nursing Vision:

To be nationally recognized as a nurse culture committed to excellence; valuing quality outcomes, professionalism, collaborative practice and a patient/family centered approach to care.



NURSING BY THE NUMBERS



GENERATIONAL DEMOGRAPHICS

42.5%

GENERATION Y
(1982-LATER)

9.74%

BABY BOOMERS
(1943-1960)

47.53%

GENERATION X
(1961-1981)



91%

FEMALE

9%

MALE



2%

ASIAN

58%

CAUCASIAN

38%

BLACK OR
AFRICAN
AMERICAN

2%

OTHER



NURSE TURNOVER

PHOEBE
NORTH

PPMH

2017

27.67%

2017

24.42%

2018

13.84%

2018

14.88%

2019

29.85%

2019

19.81%

2020

16.71%

2020

18.79%

SHARED DECISION MAKING

Shared Decision Making removes a top-down management style and replaces it with a collaborative focus from the administrative team to the nurses providing care at the bedside. It's a partnership where trust is developed through transparent conversation, where every voice is valued, where diverse opinions are known to drive better results, and where barriers to improvement are removed. Nurses who recognize the Shared Governance vision and are actively engaged in the process of decision making are, in tandem, developing leadership skills that make a difference in an organization's ability to promote from within.

Councils

Unit Based Councils are the core structure for nursing shared governance. They provide a critical forum to give all direct-care nurses an opportunity to participate in shared decision processes and outcomes specific to the needs and activities of the unit.

The **Nursing Leadership Council (NLC)** supports the organizational structure of unit-based shared decision making. It meets monthly and consists of Unit Based Council chairs, nursing directors and managers.

The NLC and Unit Based Councils have been instrumental in advancing the professional practice of nurses at Phoebe-Putney Memorial Hospital.

Each practicing professional registered nurse is accountable for the care he/she gives to the patient. Professional nurses participate in the decision making function through membership on unit and organizational councils, committees, and task forces.

Professional Development Council

Clinical Informatics Council

Quality Council

Leadership Council

Practice Council

Patient/Family Centered Care Council

Executive Council

QUALITY & SAFETY

RQI, Resuscitation Quality Improvement

“High Quality CPR saves lives!”

In the current healthcare environment, cardiac arrest survival rates average less than 26%. High quality CPR saves more lives, but unfortunately, skills decline rapidly without frequent practice.

RQI, a program with the American Heart Association, is leading the way in providing positive patient outcomes by improving and maintaining resuscitation skills, specifically high quality chest compressions. Instead of re-certifying every two years, nurses at Phoebe are doing it quarterly culminating with an annual cognitive review. It takes a few minutes to work through the module which evaluates the nurse’s performance with real time guidance and measurements of each action. Nurses make the adjustments through the audible prompts and master their skills each quarter.

Phoebe Putney Memorial Hospital is one of only three hospitals in the state of Georgia providing RQI to its nurses. In 2019 Phoebe was recognized by RQI Partners for our dedication to quality, and commitment to competency in high-quality CPR by implementing the American Heart Association’s gold-standard in resuscitation quality.

This lifesaving program not only benefits patients in need, but also those located within the community.

CAUTI

Acute Care implemented an alternative to Foley Catheters to reduce CAUTI’s - PureWick® for females and Liberty condom catheter for males. They had a reduction of 20% for FY19.

Morning Safety Huddles

Acute Care 3AB has implemented a morning safety huddle where all employees gather at the nurses station for five minutes to discuss fall risk patients and their needs. Discussion includes the number of days free from falls and we discuss the current fall prevention needs of our patients.

Stryker Wireless Beds

The Stryker wireless integration project was implemented in May 2019 to enhance fall prevention and reduce bed-related falls. The Stryker wireless bed integration project enables staff to utilize safety features to protect Phoebe patients and report features to measure the progress towards a high reliable safe organization. Additionally, it allows a more robust communication with Rauland Nurse Call System and Vocera communication system. Overall, this technology enhances the ability to safely care for Phoebe Putney Memorial Hospital patients. During the implementation phase, Stryker partnered with Phoebe to provide training to all staff including non-nursing personnel such

“RQI gave us the confidence and the skill level... to give compressions deep enough to get blood circulating and save our patient.”

- Paula Patterson, RN,
Phoebe Putney Memorial
Hospital

as physical therapy, respiratory therapy, radiology and transport. Phoebe's partnership with Stryker has a goal set to achieve a 50% reduction in total bed-related falls which is being measured in FY20. The schematic below provides additional information on this system.

TIGR

Telephone Initiated Guided Response (TIGR) is a video on demand system that enables patients and families to have hospital-specific information and quality patient education to meet their individual needs. It is an easy system for all disciplines to use to increase patient satisfaction and meet many regulatory requirements and mandates for the Hospital. Over 200 videos are available 24/7 to provide answers to frequently asked questions, aid in specific education, promote safety, and improve self-care confidence. It's as simple as a press of a button and can be launched by the patient or staff using the room's TV controls or a computer.

Patient Safety

Patient Experience is our top priority. Each day we encourage departments to review current processes and procedures, and look for creative ways to improve. Congratulations to the team on Acute Care 3AB who recently received recognition for their improvements to patient experience.



Rounding



PPMH Harm Events FY16, FY17, FY18, FY19, FY20 (all patients)

Total events/ Monthly avg.

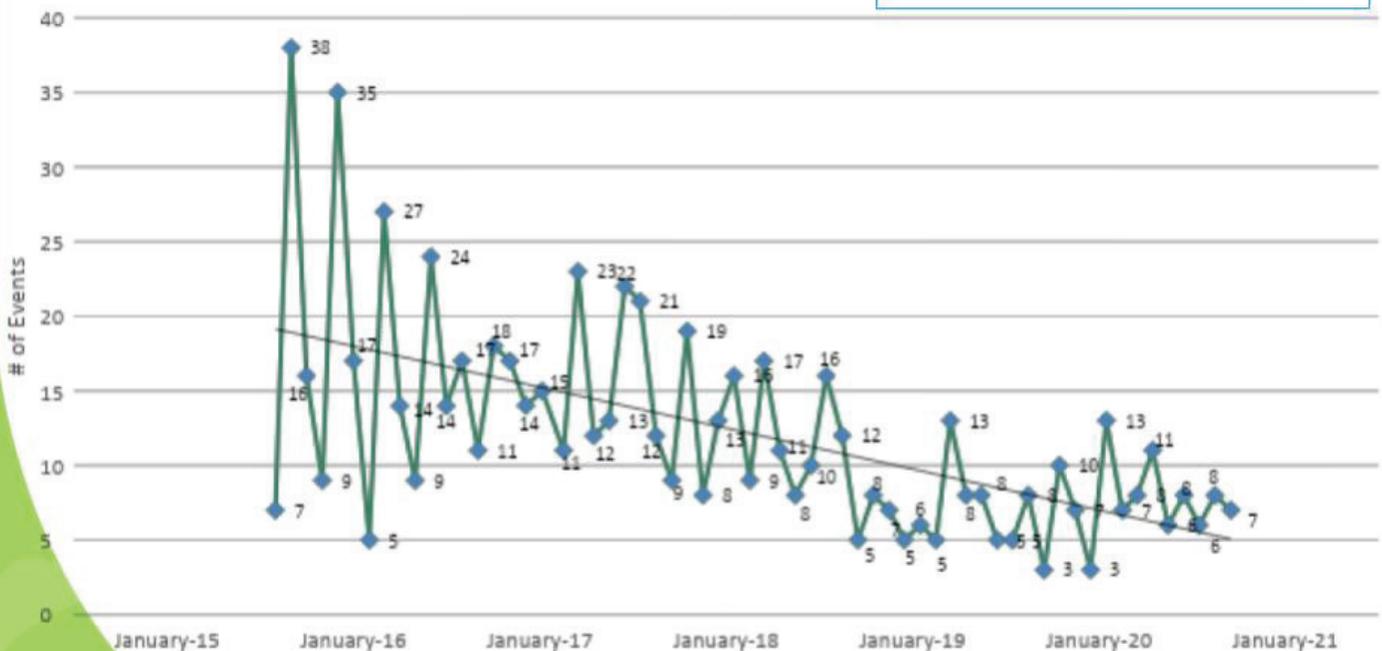
FY16 = 215 / 17.92

FY17 = 194 / 16.17

FY18 = 148 / 12.33

FY19 = 87 / 7.25

FY20 = 90 / 7.5



Harm Events include: CAUTI, CLABSI, C Diff, Falls with Injury, Medication Errors - events with harm (E and above), SSI (Hysterectomies & Colon), Pressure Ulcers (stage III and IV)

Bringing the education to the teams through ROADSHOWS.

Wacky Wednesday! Each educator purchased or obtained and decorated a cart to take education MOBILE. Now we can focus on a skill or education update in short 5-10 minute updates on the unit without the staff having to leave the unit.

Most educators have a monthly topic and decorate the carts to reflect it or the current holiday. The cart idea is successfully used all over the hospital!!!



Mayor Dorothy Hubbard signed a proclamation officially naming the week of May 6-10 “Nurses Week.”

“It is extremely rewarding to be a registered nurse because you’re touching patients at their most vulnerable point in time,” Evelyn Olenick, Phoebe Putney Memorial Hospital chief nursing officer, said. “Generally, when they’re in a crisis situation and they’re seeking that individual to provide that skillful care, knowledgeable care but also care that is compassionate.” The “Nurses Week” proclamation encourages everyone to spend the week thanking the nurses in their life.

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PROFESSIONAL DEVELOPMENT

The Vizient Nurse Residency Program

The Vizient Nurse Residency Program (NRP) at Phoebe kicked off in 2018. Developed by Vizient and the American Association of Colleges of Nursing, its considered to be the Gold Standard.

The program is designed as a monthly seminar session that complements both nursing orientation and specialty training. Investing in new nurses through a residency program helps smooth the transition from student to bedside nurse, while providing valuable peer and mentor support. The program gives the new nursing graduate the opportunity to gain leadership skills, learn the professional nursing role, and focus on quality patient care through a one year curriculum program. The new graduate is mentored and supported by a facilitator, content experts, the Chief Nursing Officer, a program coordinator, the unit nurse manager, core educators, and an academic partner throughout the program.

“One of the popular sessions in the program is “Peek Into Your World” NICU presented the care and management of umbilical lines, which are the first central lines a neonate will have. Umbilical lines are for the administration of IVF, medications, and blood. They are also useful for blood sampling and continuous blood pressure monitoring. In the session, cohorts are able to obtain blood samples from the umbilical arterial line.”

Tanessa Thomas,
Nurse Educator

Well published by the Institute of Medicine with an evidence-based curriculum, Vizient has served 93,000 Nurse Residents to date and demonstrated consistent positive results. The heart of the program is the evidence-based project where residents develop and lead an initiative aimed at making a significant improvement within the hospital.

Phoebe is proud to offer an NRP that distinguishes our health care organization from the competitors, serving as a valuable recruiting tool in the process. Our first cohort, which began in March 2018, graduated 24 residents on February 2019, the second cohort is close to completion with 32 participants who started in October of 2018, and a third cohort started in March of 2019.



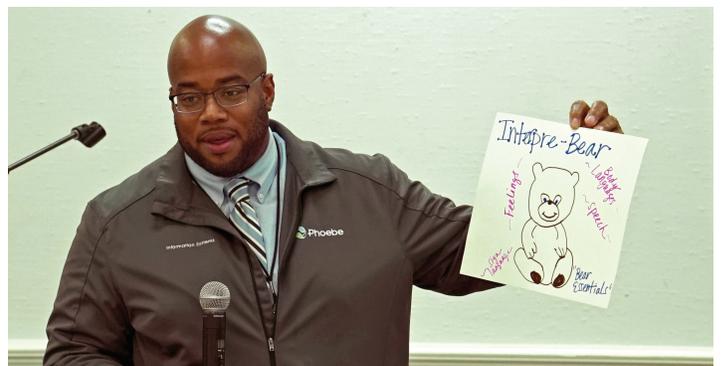
Phoebe LEAD

Through a collaborative partnership with The Leadership Institute at Columbus State University, Phoebe offers a year-long comprehensive & systematic leadership training program that prepares leaders at multiple levels for increased leadership responsibilities within the health system.

Phoebe LEAD participants earn continuing education units at every session and upon completion of all sessions, will receive a certification of completion in leadership excellence. Sessions are held on site at Phoebe Putney Memorial Hospital and led by both Leadership Institute and Phoebe facilitators.

The program is delivered using a cohort model structured into two tiers:

- **Tier 1- Front-line/Emerging Leaders/Team Leaders**
Emphasizes self-awareness; participants attend 10 sessions & complete Myers-Briggs Assessment & DiSC assessments.
- **Tier 2- Managers/Directors**
Emphasizes Knowing and leading others; Participants attend 6 sessions, participated in a Leadership 360 Assessment, and complete a real world system project which is summarized and presented at graduation in December.



Charge Nurse Program

In today's hospitals, Charge Nurses are expected to lead staff while balancing care of the patients on their units. The Charge Nurse Leader Course at Phoebe is an eight-hour class that is offered quarterly to nurses who are already in the charge nurse role or are planning to become a charge nurse. This year's class of 24 participated in interactive course that facilitated the growth and development of nurses as unit leaders. Topics discussed were leadership, team building, conflict resolution, communication, delegation, and financial responsibilities.

Phoebe's Charge Nurse Program Coordinator is Kelly Barnes.

Nurse Preceptor Course

Phoebe's Nurse Preceptor Course is a one day training program based on the Nurse Preceptor Academy Curriculum. This year's class of 67 participated in the interactive course designed to prepare experienced nurses as preceptors and reduce attrition of nurses in the hospital setting. The overall program provides essential preceptor knowledge and skills for becoming a successful preceptor, ongoing support for preceptors and strategies to improve retention of registered nurses. The course is held quarterly. To be eligible to take the nurse preceptor course the candidate must be recommended by their nurse leader(s).

Program topic includes: Overview of the Preceptor Role, Assessing Learning Needs and Styles, Goal Setting, Critical Thinking activities, Work Place Socialization, Emotional Intelligence and Self-Awareness, Conflict Resolution activities, Importance of Evaluation and Feedback, Legal and Human Resources Consideration, along with other tips and tools.

Phoebe's Nurse Preceptor Program Coordinator is Susan Brooks, MSM, BSN, RN.

NCAP

The Nursing Clinical Advancement Program (NCAP) promotes, rewards and recognizes Registered Nurses who advance their careers in ways that benefit patients, themselves and the practice of nursing. Twenty-three outstanding Phoebe nurses successfully achieved a new NCAP level by completing the year-long program in 2018.

Four nurses deserve special recognition for completing the program all 9 years it has been offered at Phoebe. They are Danaca Bratcher, Donna Callaway, Sian Cromer and Dana Reddock.



Nurse Education

Team Breakout: 2019 Breakout Challenge

A fun new way to complete competencies. Outpatient Hematology/Oncology was challenged to "think inside the box". Groups of 5-7 team members were given scenarios and activities to complete before they could ESCAPE. The "comps" were well received by all involved. This activity was shared with the educators and is being adapted for additional areas for upcoming comps.



RECOGNITIONS

DAISY Award

The Diseases Attacking the Immune System (DAISY) Award was established by the DAISY Foundation in 2000 by the family of J. Patrick Barnes, who died of complications of an autoimmune disease at the age of 33. During Patrick's hospitalization, his family was awestruck by the clinical skills, care and compassion his nurses provided not only to Pat, but also to the entire family so they created this national award to say thank you to nurses everywhere.



Jennifer Jewell

Each DAISY Award Honoree is recognized at a public ceremony on his or her unit, and receives an award certificate, a DAISY Award pin and a beautiful Healer's Touch hand-carved stone sculpture. Additionally, the unit will celebrate with cinnamon rolls – a favorite of Patrick's during his illness.

PAST WINNERS

2019

Dawn Ethridge, Acute Care I

Kayla Huffman, Hospice

Randall Balkcom, CCU

April Lasseter, 8 A/B

Catherine Johnson, Hospice

Joy Medders, MICU

Laurie Lewis, L & D

Catherine Johnson, Hospice

Jennifer Jewell, Nurse Leader Award

Jeremy Martin (Sumter), Nurse Leader Award

2020

Rachel Kirkpatrick, Cath Lab

Mary Keaton, 4 C

Ann McDuffie, 7th Floor

Samantha Nader, 8th Floor

“

This nurse is very caring and compassionate. She shows us every day how much she cares about us and our patients. If we ever have a problem or a need, we can always go to her. She will listen to any problem whether it is personal or professional. We can count on her to give us whatever we need, which sometimes is just a listening ear. Her door is always open, and she never makes you feel like she doesn't have time for you. She is also a great advocate for our patients, and if we ever need her to intercede on their behalf, she is right there helping us find the resources they need. When we have a need on the unit, she will come out immediately and help the staff. She will help with coverage for staff to go to lunch, watch the unit while we get a new patient admitted, or help with an unruly patient. She is positive and upbeat, and always has a smile on her face. She is very worthy of this award, and I am proud to call her my nurse manager.

Sincerely,
Your Phoebe Co-Workers

”

Be Outstanding!

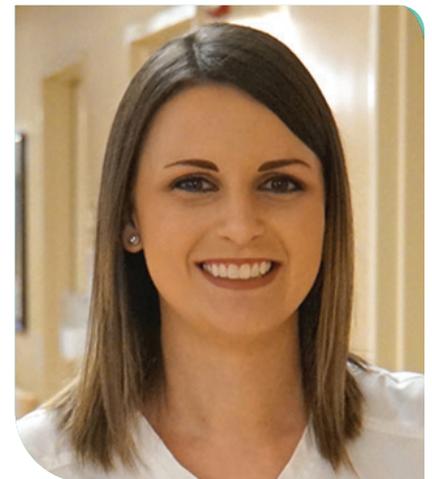
NICU had almost 800 awarded to the nurses with Frank Stimpson receiving the most with 21. Well done, Frank!

Recognitions

Mindy Spencer, RNC-NIC, BSN, was recognized in the Georgia Perinatal Association's October spotlight! Mindy has been working with premature and sick newborns for more than 21 years.

Mallory Barfield, RN, a nurse educator, was awarded the Marjorie G. Hogan Memorial BSN Scholarship by the Georgia Hospital Association (GHA). Mallory has been a nurse for almost 7 years, and is currently enrolled in the online RN to BSN nursing program at the University of Texas at Arlington.

The GHA is committed to supporting educational scholarships that contribute to the development of a qualified health care workforce, and supporting the Institute of Medicine's initiative to have 80 percent of nurses in Georgia obtain their BSN degrees by 2020. The Marjorie G. Hogan Memorial Scholarship Program, funded by an endowment, provides the means to grant these scholarships annually. Applicants complete an essay describing their journey and experience being a nurse and how it relates to their beliefs and values, submit two letters of recommendation, meet additional criteria, and then are interviewed if they are a finalist.



“To be a successful healthcare professional, I believe that we must actively and intentionally better ourselves so that we can provide the best care for our patients and their families, and I know the GHA scholarship is going to help me do that. Caring for people is why I became a nurse and improving patient care is why I am continuing my education. This scholarship is truly a blessing and I am humbled to receive this great honor.”

—Mallory Barfield, RN

”

Barbara Arnold, OCN, obtained her Master's degree with a specialty in Nursing Education in May 2019. Her Evidence Based Practice (EBP) Hand Washing Project abstract was accepted for poster presentation to be included at the 2020 ANCC Pathway to Excellence Conference. She was also asked, by the editor of the Journal of Radiation Nurses, to submit her abstract for publication.

“Some days you laugh, some days you cry, some days you see triumph, and some days you see failure. You learn to take the good with the bad no matter how hard it might be, because at the end of the day, nurses truly make a difference.”

—Barbara Arnold

”

Congratulations to **LaVicka Stewart BSN, RN, Oncology Unit Clinical Care Coordinator** for being nominated as an Emerging Leader for the Georgia Organization of Nurse Leaders (GONL) Annual Meeting and Conference. GONL is an affiliate of Georgia Hospital Association (GHA), and an independent affiliate of the American Organization of Nurse Leaders. GONL provides a wide variety of resources for nurse leaders such as advocacy, education, networking opportunities, and highlighting the profession of nursing within the state.

GOING ABOVE AND BEYOND

From a WALB report by Whitney Shelton, October 16, 2018 - [View Full Article](#)

A group of medical professionals and a mechanic took risks to save a mother and a newborn child, just hours after the Hurricane blasted South Georgia.

In Blakely, downed trees and power lines made the delivery of a baby a race against time. The mother, 27 weeks pregnant walked half a mile to get to the nearest hospital in Early County. But when she arrived, the hospital wasn't equipped to deliver her baby.

That's when Phoebe's NICU transport team raced to help. In the aftermath of the hurricane, Phoebe's NICU Transport Team rushed to Blakely to get to a premature baby.



Cory Hall is a mechanic for Grady health systems and says he just wanted to make a difference. "It was catastrophic, trees everywhere, in every direction," said Hall. So some of the team pulled out a chainsaw and began walking.

"We all pulled limbs and used a chainsaw to cut up and made a path for the truck and we got out of town," said Hall.

"We probably went a good mile or two miles on foot," said Hall. Then a Good Samaritan picked up the team members and took them to the hospital.

"Hey we need a ride to Blakely, there's a 27 week old baby that needs help," said Hall. While they went ahead, The Georgia Department of Transportation cleared the way for the ambulance.

"I can honestly say I've never had to deal with anything like this."

"We were doing what we had to do to get to our patient which is what we do every time we leave this hospital in an ambulance," said Maragret Funk, a registered nurse.

Arriving nearly three hours after the baby was born, the ambulance arrived in the nick of time. "Had we not gotten there, how would that baby have gotten to where it needed to be taken care of?" asked Funk.

The baby was transported to Piedmont Hospital in Columbus, and is doing well.

"I walked around the corner and saw a baby that was this long and it made it all worth while," said Hall.

"The best feeling to me was when I walked into that ER and saw a little tiny baby laying up on her momma's chest with her eyes open sucking on her finger. That was just amazing," said Funk. Officials said this is a great example of how their regional team works together to serve the surrounding counties.

EDUCATION PARTNERSHIPS

Nurse Extern Program

The Nurse Extern Program is designed to give nursing students the opportunity to assist with personal daily patient care while being mentored by a registered nurse. During the nurse extern experience, the student will have an inside view of how to chart, communicate with physicians & the medical team, conduct assessments and learn skills critical to the nursing profession such as patient & family centered care, communication, and time management.

Clinical Preceptorship Program

The Preceptorship Program is a competitive clinical opportunity for nursing students to gain additional clinical skills & proficiency within their last semester of school. During this program, students are paired with a RN where they receive guided hands on experience.

ACEMAPP Matching and Placement Program

Student Services made a concerted effort to organize and streamline the student approval and clearance process throughout Phoebe Putney Health System by partnering with ACEMAPP Matching and Placement Program for student credentialing & placement. Phoebe's partnership with ACEMAPP facilitates improved tracking of clinical rotation schedules and a more efficient management for student & faculty onboarding and compliance. In FY19, Student Services managed approximately 1,500 student rotations through ACEMAPP.

Learning and Education Assistance Program (LEAP)

During FY19, Phoebe initiated the promotion of the newly established Learning & Education Assistance Program (LEAP). LEAP will award up to \$10,000 to selected applicants pursuing a degree in registered nursing. Upon graduation, award recipients must commit to working on an inpatient Medical/Surgical floor or other areas based on the needs of the health system. Awards for funding started in FY20.

Student Service “Experience” Website Page

In partnership with Phoebe Marketing, Student Services launched the first phase of the Student Services page on the Phoebe website. This first phase was dedicated to the Learning & Education Assistance Program (LEAP).

