Excellence in Nursing
Nursing Annual Report FY17
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A Message from Our CNO

We are healers of mind, body and spirit. We believe each patient in every moment, deserves to receive appropriate, timely and compassionate care. We deliver on that commitment by preparing and supporting our nurses to reach their full potential as caregivers. Our nurses are second to none. Come care with us.

In modern culture, there are many who are considered heroes. They may be trailblazers in technology, have defied the odds in sports or have created wonders in the arts. They are held up as role models for us to follow, or become the ideal we all aspire to be. For those of us who work in health care, sometimes we wonder if we can achieve that same level of greatness. However, in fact, we could argue that while what we contribute as caregivers often goes unnoticed, it is by far more impactful.

So, how can we make our work count? For me, it means that we decide each and every day if we will live our life meaningfully, or if we will squander it away.

We can choose to live only for ourselves or we can share our skills and talents for the benefit of others. To some it may seem too great a sacrifice to live one’s life in service to others, but for others it a sacrifice worth making.

As we consider the heroes of health care — Florence Nightingale (the founder of modern nursing), Dr. Jonas Salk (developed the polio vaccine), Dr. Christiaan Barnard (completed the first successful heart transplant) — we must know that the same balance of mind, body and spirit that led them to do great things for the sick lives on today. This greatness is within our reach and within our hearts. We, too, can become modern day heroes in health care.

We can make every day count by doing our best and giving our all. Just imagine if all of us chose this path of service. If we could all commit to bring our gifts forward, no matter how big or small, to the hospitals, clinics, households and streets of our communities, we could make a better world. We could make a difference and we could make our time on this earth count for something good, noble and right.

We may not all be able to make some great breakthrough in medicine, develop a lifesaving procedure, or sing like a nightingale, but we can do whatever it is that we do best. We can make our time count and we can try to make a difference.

Therefore, we must do all that we can, whenever we can, for as long as we can.

With Care,

Carolyn Swinton, RN, MN, NEA-BC, FACHE
Chief Nursing Officer

Palmetto Health Nursing Guiding Purpose

We are healers of mind, body, and spirit. We believe each patient in every moment, deserves to receive appropriate, timely, and compassionate care.

We deliver on that commitment by preparing and supporting our nurses to reach their full potential as caregivers. Our nurses are second to none. Come care with us.
About Palmetto Health
At Palmetto Health, we’re on a journey to transform the health care experience for our patients and their families. Palmetto Health is the largest and most comprehensive integrated health care system in the South Carolina Midlands region. More than 14,000 team members, physicians and volunteers are dedicated to working together to fulfill Palmetto Health’s Vision: *To be remembered by each patient as providing the care and compassion we want for our families and ourselves.*

Our locally owned, nonprofit system includes six Joint Commission-accredited acute-care hospitals with 1,138 patient beds – Palmetto Health Baptist, Palmetto Health Baptist Parkridge, Palmetto Health Children’s Hospital, Palmetto Health Heart Hospital, Palmetto Health Richland and Palmetto Health Tuomey.
Areas of specialty at Palmetto Health
- Bariatric surgery
- Behavioral care
- Breast care
- Cancer care
- Geriatrics
- Heart and vascular care (including the Advanced Heart Health Center and the Midlands' only LVAD program)
- Musculoskeletal
- Neurology
- Obstetrics (including high-risk pregnancy and genetic counseling, and the area's only two Level III Neonatal Intensive Care Units)
- Orthopedics
- Pediatrics
- Surgery (including the Midlands' region's first da Vinci® robotic surgical systems)
- Trauma care (region’s only Level I trauma center)
- Women’s care

**Palmetto Health-USC Medical Group**
Palmetto Health is supported by the Palmetto Health-USC Medical Group, the Palmetto Health Quality Collaborative and two 501 (c)(3) foundations. It trains the next generation of physicians through its 24 residency and fellowship programs affiliated with the University of South Carolina School of Medicine.

Two large networks of providers – Palmetto Health-USC Medical Group and the Palmetto Health Quality Collaborative – serve as the primary entry points for patients being cared for by Palmetto Health.

Palmetto Health-USC Medical Group, launched in April 2016, is a not-for-profit company that brings together health care providers from two of South Carolina’s most respected organizations – Palmetto Health and the University of South Carolina School of Medicine. With more than 500 providers and 2,200 team members in more than 80 practices and nearly 100 locations, they form the region’s largest multispecialty medical group.

**Palmetto Health Quality Collaborative**
The Palmetto Health Quality Collaborative is a nationally recognized clinically integrated system of physicians and advanced practice providers that drives targeted improvements in health care quality and efficiency. Since its inception in 2010, the Quality Collaborative has been committed to increasing the quality of care patients receive by setting higher performance and quality expectations for participating physicians. All providers in the Palmetto Health-USC Medical Group are members of the Palmetto Health Quality Collaborative.

**A new vision for health care**
In June 2017, we announced our intention to join with Greenville Health System to create a new, not-for-profit health company. The new company is designed to improve the health and well-being of the communities we serve.

In November 2017, we finalized our partnership with Greenville Health System and began operating as one health company under the leadership of co-CEOs Charles D. Beaman Jr., and Michael C. Riordan, who previously led Palmetto Health and Greenville Health System, respectively.

**Awards and honors**
Palmetto Health was recognized by readers of *The State* as best in health care for the eighth year in a row. Palmetto Health won three health care categories: Best Hospital System, Best Hospital for Heart Health and Best Doctor, Mickey Plymale, MD.

Palmetto Health was awarded The Advisory Board Company’s 2017 Workplace of the Year Award. The annual award recognizes hospitals and health care systems nationwide that have outstanding levels of employee engagement. Palmetto Health is one of 20 organizations nationwide to receive the award.

Palmetto Health Richland was recognized by the American Heart Association/American Stroke Association Get With The Guidelines® program for heart failure and stroke care. Palmetto Health Richland received the Heart Failure Gold Plus Quality
Achievement Award and the Stroke Gold Plus Achievement Award with Target: StrokeSM Honor Roll Elite Plus.

IDG’s Computerworld recognized Palmetto Health among the 2017 Best Places to Work in IT, one of 100 top organizations that challenge their IT staffs while providing great benefits, career opportunities and an enjoyable work environment. Palmetto Health ranked 20th among large organizations on the list.

Palmetto Health Tuomey was awarded the 2017 I SEE YOU CARE Award by Advanced ICU (AICU). The award recognizes outstanding collaboration between hospital staff and AICU’s remote critical care team.

Palmetto Health was honored as one of four hospitals selected to receive an award for Best Overall Project by the Disparities Solutions Center at Massachusetts General Hospital. Palmetto Health was selected from among 16 U.S. health care organizations participating in the Disparities Leadership Program’s 2016-2017 class. Palmetto Health’s project was chosen for its work with African-American patients diagnosed with Chronic Obstructive Pulmonary Disease (COPD).

In 2017, Palmetto Health was recognized for the 10th time as one of the “Most Wired” organizations by Hospitals & Health Networks magazine. Palmetto Health is one of only seven “Most Wired” health care provider organizations in South Carolina to meet the magazine’s strict criteria. Palmetto Health previously won the award in 2003, 2005, 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

Palmetto Health Baptist, Palmetto Health Richland and Palmetto Health Tuomey were designated as Blue Distinction Centers+ for maternity care by BlueCross® Blue Shield® of South Carolina and BlueChoice® Health Plan of South Carolina. In addition, Palmetto Health Baptist was designated a Blue Distinction Center for bariatric surgery; Palmetto Health Baptist Parkridge was designated a Blue Distinction Center for spine surgery; and Palmetto Health Richland was designated a Blue Distinction Center for spine surgery, cardiac care and knee and hip replacement. The national Blue Distinction® Specialty Care program recognizes hospitals for delivering quality, affordable specialty care safely and effectively, based on objective measures developed with input from the medical community.

Palmetto Health’s Weight Management Center received the three-year “Comprehensive Center” designation in 2016 after a series of extensive evaluations from the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP), in partnership with the American Society for Metabolic and Bariatric Surgery.

Palmetto Health was awarded the American Hospital Association’s (AHA) NOVA Award for improving community health through its dental initiative. This is the third time Palmetto Health has won a NOVA Award in 12 years. The award recognizes hospitals and health systems for their collaborative efforts toward improving community health.

Palmetto Health Heart Hospital was recognized by U.S. News & World Report as a high-performing hospital for heart failure for 2017-18.
Campus Highlights

- Palmetto Health Baptist
- Palmetto Health Baptist Parkridge
- Palmetto Health Richland
  - Children’s Hospital
  - Heart Hospital
- Palmetto Health Tuomey
- Palmetto Health Outpatient Services
Nursing at Palmetto Health

Our nursing team is 4,000 strong at Palmetto Health. We have a young and thriving nursing shared governance organization. Through our career development program, Advancement System for Clinical Excellence and Nursing Development (ASCEND), our nurses can choose to continue their development after one year of employment.

Palmetto Health Baptist

<table>
<thead>
<tr>
<th>Leader</th>
<th>Amy Funderburk, DNP, RN, NE-BC, Nurse Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTEs</td>
<td>675.72 FTEs</td>
</tr>
<tr>
<td>Inpatient Beds</td>
<td>333 beds</td>
</tr>
<tr>
<td>Unit types and capacity</td>
<td>143 beds Medical-Surgical 50 beds Women’s and Nursery 45 beds Critical Care 73 beds Behavioral Health</td>
</tr>
<tr>
<td>ORs</td>
<td>Women’s and Nursery: Three operating rooms for C-sections Perioperative: 24 OR suites</td>
</tr>
<tr>
<td>ED</td>
<td>Gold Zone: 16 exam rooms Silver Zone: 5 intake exam rooms, 6 observation recliners and 10 diagnostic chairs Blue Zone: 5 exam rooms and 4 recliners</td>
</tr>
</tbody>
</table>

Palmetto Health Baptist Parkridge

<table>
<thead>
<tr>
<th>Leader</th>
<th>Lynn Wytche, MSN, RN, CEPN, Nurse Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTEs</td>
<td>214.7 FTEs</td>
</tr>
<tr>
<td>Inpatient Beds</td>
<td>76 beds</td>
</tr>
<tr>
<td>Unit types and capacity</td>
<td>16 beds ICU/IICU/Telemetry 20 beds Women’s with 6 LDRs; 2 C-section suites 40 beds Medical-Surgical</td>
</tr>
<tr>
<td>ORs</td>
<td>6 OR suites; 1 Endoscopy suite; Freestanding outpatient</td>
</tr>
<tr>
<td>ED</td>
<td>16 bays with 2 Resuscitation rooms and 2 Behavioral Health rooms</td>
</tr>
</tbody>
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Palmetto Health Tuomey

<table>
<thead>
<tr>
<th>Leader</th>
<th>Terrie Carlton, MSN, RN-BC, NHA, Nurse Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTEs</td>
<td>572 FTEs</td>
</tr>
<tr>
<td>Inpatient Beds</td>
<td>301 beds (214 staffed)</td>
</tr>
<tr>
<td>Unit types and capacity</td>
<td>17 beds ICU 48 beds Medical-Surgical 24 beds Oncology 24 beds Telemetry/Step Down 36 beds Women’s and Children’s 41 beds Subacute and Acute Rehab 9 beds Labor and Delivery 46 beds Nursery Level II</td>
</tr>
<tr>
<td>ORs</td>
<td>OR: Main OR 10 rooms, Outpatient Surgery Center 4, Endoscopy 2 room, 1 Bronch room Day Surgery rooms: 13 pre-operative, 13 post-operative</td>
</tr>
<tr>
<td>EDs</td>
<td>26 bays (includes 3 trauma rooms and 1 ENT room), 10 Psych Holding</td>
</tr>
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</table>

Palmetto Health Richland includes Children’s Hospital and Heart Hospital

<table>
<thead>
<tr>
<th>Leader</th>
<th>Rebecca Baute, BSN, MBA, RN, CMTE, Nurse Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTEs</td>
<td>1,500 FTEs</td>
</tr>
<tr>
<td>Inpatient Beds</td>
<td>577 beds</td>
</tr>
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</table>

Palmetto Health Richland includes Children’s Hospital and Heart Hospital
Palmetto Health Baptist

Campus Update
Blue Cross Blue Shield (BCBS) of South Carolina recognized the Palmetto Health Baptist as a Blue Distinction® Center for maternity care.

8th Medical’s percentage of certified nurses is up to 48% of all eligible nurses, compared to 28% on March 1, 2017. Team members also increased Nurse Mentors from two in 2015 to eleven in 2017. The Unit Based Council (UBC) presented at Nursing Grand Rounds on Complex Diabetic Patients in August 2017.

The Intensive Care Unit (ICU) received a Pillars of Excellence Award for not having a Ventilator Acquired Pneumonia (VAP) for more than two years.

The Intermediate Intensive Care Unit (IICU) had a record 519 days without a CAUTI.

The Progressive Care Unit (PCU) set a new unit record of 67 days with no harm.

The Neonatal Intensive Care Unit (NICU) went 810 days with no CLABSIs.

Newborn Services had education and a go live about caring for newborn babies with potential for chorioamnionitis infections.

The Birthplace and 8th Medical were awarded Patient Safety Awards.

Team member advanced degrees

<table>
<thead>
<tr>
<th>Degree</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSN</td>
<td></td>
</tr>
<tr>
<td>MSN</td>
<td></td>
</tr>
</tbody>
</table>

In the community and world
8th Medical established a “Wall of Praise” displaying Daisy and Shining Star nominations/winners, Living the Vision Awards (awarded nine since 2016) and team member certifications. With the help of unit secretary Michelle Plaza, they host monthly potluck meals to celebrate various life events (weddings, births, engagements.)

Rep. Kirkman Finlay was a patient on 3rd Surgical. On January 11, 2017, he honored a group of 8th Medical team members at the State House for outstanding patient care with a state resolution written in their honor. They also were recognized on the floor during the SC House of Representatives during their general session.

Quality
3rd Surgical initiated Stay Within ARMs Reach (SWARM), a fall prevention quality improvement initiative, which has resulted in zero toileting-related falls.

8th Medical had zero CLaBSI and CAUTI cases in 2017. Falls on the unit decreased by 51% from 2015 and by 35% from 2016. The unit also reduced harm in HaPUs by 51% since 2015 and successfully completed the Lean Pyxis project, resulting in a cost avoidance of $40,800 yearly.
Palmetto Health Baptist Parkridge

Campus update
Palmetto Health Baptist Parkridge received the Blue Cross Blue Shield of South Carolina Blue Distinction for Maternity Care and began the Baby Friendly journey.

The campus is continuing the Nurses Improving Care for Health System Elders (NICHE) certification journey.

The ED expanded to add seven bays (25 bays total including two behavioral health rooms and two resuscitation rooms). The hospital began offering outpatient GI endoscopy procedures, launched Real Time Demand Capacity (RTDC) in August, established Perioperative residency, and combined Medical-Surgical/Women’s residency. The Oaks Unit-based Council presented at Nursing Grand Rounds. Patient volumes in Emergency Department, Surgical Services, Women’s Services and inpatient continue to climb.

Team member advanced degrees
BSN Completed
MSN Completed

In the community and world
Whitney Smith (nurse manager of ICU/Stepdown) and Gladys Buchanon (nurse from ICU/Stepdown) traveled to Nicaragua and trained nursing students on ACLS. Forty registered nurses have been trained to date.

Quality
The ICU initiated SWARM (Staying within Arms Reach) and has had zero falls since its inception (more than 150 fall-free days); and more than 1,300 VAE-free days.

The Oaks has more than 1,300 CLABSI-free days; and more than 1,000 CAUTI-free days. ED UBC engaged in a workplace safety initiative for caregivers.

Women’s Services is working on prevention of skin injuries due to C-section dressings.

Surgical Services is working to enhance pre-and post-operative preparation of surgical patients in a partnership with our physician practices.
Palmetto Health Richland

Campus update
7 East was part of the successful Level I Trauma Center re-designation.

10 West successfully received Primary Stroke Center re-designation.

10 East- Article entitled “Nurse-managed transitional beds as a method of increasing geographic placement of an academic inpatient service” written by ACU Medical Director Chris Goodman (Goodman CW. BMJ Open Quality 2017;6:e000078. doi:10.1136/bmjoq-2017-000078)

Anesthesia expanded services to include GI lab, instituted cross-campus coverage in an effort to alleviate staffing shortages, and developed an Enhanced Recovery After Surgery (ERAS) program for breast surgery patients which has led to decreased post-operative opioid consumption and decreased length of stay. With the integration of two new vascular surgeons, the cardiac anesthesia team has doubled its case load.

All nursing staff in Outpatient Surgery have become Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS) certified to increase their skill level related to their high-acuity patients.

In the Emergency Department, the Novel Disease Unit (NDU) will open this year. The NDU is where our team members will care for and treat a suspected infectious patient for any new (novel) disease (e.g., Ebola). Located in the Richland Emergency Department, this area is currently undergoing DHEC inspection. The Emergency Department also received a Level 2 Pediatric Trauma Center Verification.

Team member advanced degrees
BSN Completed
MSN Completed

In the community and world
9 East ACE Unit team members participated in the Alzheimer’s Walk and raised $2,600.

Lisa James is President elect for South Carolina Organization of Nurse Leaders (SCONL), starting in January 2018, for the next two years.

Barbara Mclendon, RN, (9 East) was Palmetto Health’s first Certified Rounds Manager for Structured Interdisciplinary Bedside Rounds.

Quality
Overall, in MSS, CLABSI decreased from 21 to 4 (81% reduction); CAUTI decreased from 6 to 2 (67% reduction); falls decreased from 167 to 119 (29% reduction).

8 East, 8 West and 11 East had zero CLABSI and zero CAUTI for FY17.

10 East and 10 West had zero CLABSI for FY17.
Palmetto Health Children’s Hospital

Campus update
Palmetto Health Children’s Hospital was recognized as a top performing hospital with Solutions for Patient Safety (SPS) for both CAUTI and CLABSI for the past year. SPS is a group of over 130 Children’s Hospitals in USA and Canada committed to working together to eliminate harm in pediatric patients. Children’s Hospital is scheduled to have a conference call with SPS to share its best practices with the entire group. [http://www.solutionsforpatientsafety.org/](http://www.solutionsforpatientsafety.org/)

Team member advanced degrees
BSN Completed
MSN Completed

In the community and world
Three student nurse techs became full-time registered nurses, and three more who will graduate in December and May want to work at Palmetto Health.

Our pediatric certified nurse ratio is 16/32 (50%), and Children’s Hospital is scheduling more classes for 2018.

Last year Children’s Hospital nursing endeavored to learn more about the five or six diagnoses seen weekly. These are spinal fusions, diabetes and cystic fibrosis (CF)/asthma. We created educational committees and have held a hospital-wide diabetes conference supported by insulin pump representatives, a pediatric endocrinologist, and Children’s Hospital diabetes educators and staff. Soon, we will host an orthopedic conference, a Cystic Fibrosis cystic fibrosis (CF) conference, and observe a spinal fusion patient from initial orthopedic physician visit to one year post op. Amanda Hook, RN, ANM, was named the Children’s Hospital skin champion for a new National Database of Nursing Quality Indicators (NDNQI) prevalence study. She brings a wealth of knowledge and expertise in skin care to our hospital team. Eight Pediatric Intensive Care Unit (PICU) registered nurses went to Cincinnati for a special two-day Continuous Renal Replacement Therapy (CRRT) training in a Simulation Lab.

Quality

### CH4 Adolescents

<table>
<thead>
<tr>
<th></th>
<th>45 days since a Harm event on this unit</th>
<th>1601 days since a device related hospital acquired infection on this unit</th>
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<tbody>
<tr>
<td><strong>Central Line Associated BSI</strong></td>
<td>Days Since 2375</td>
<td>Days Since 1601</td>
</tr>
<tr>
<td>Record Days</td>
<td>2374</td>
<td>1601</td>
</tr>
<tr>
<td>No. this year</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Last Event</td>
<td>5/17/2017</td>
<td>6/29/2017</td>
</tr>
<tr>
<td>100 Days Without</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>UTI</td>
<td>Days Since 1600</td>
<td>Days Since 1601</td>
</tr>
<tr>
<td>Record Days</td>
<td>1600</td>
<td>1601</td>
</tr>
<tr>
<td>No. this year</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Last Event</td>
<td>11/15/2017</td>
<td>11/15/2017</td>
</tr>
<tr>
<td>100 Days Without</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ventilator Associated Pneumonia</td>
<td>Days Since 237</td>
<td>Days Since 1601</td>
</tr>
<tr>
<td>Record Days</td>
<td>237</td>
<td>1601</td>
</tr>
<tr>
<td>No. this year</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Last Event</td>
<td>6/29/2017</td>
<td>6/29/2017</td>
</tr>
<tr>
<td>100 Days Without</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pressure Ulcers</th>
<th>Falls</th>
<th>All Harm Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days Since</td>
<td>Days Since</td>
<td>Days Since</td>
</tr>
<tr>
<td>Record Days</td>
<td>888</td>
<td>241</td>
</tr>
<tr>
<td>No. this year</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Last Event</td>
<td>11/15/2017</td>
<td>11/15/2017</td>
</tr>
<tr>
<td>100 Days Without</td>
<td>6/19/2017</td>
<td>6/19/2017</td>
</tr>
</tbody>
</table>

PICU
No CAUTIs for 743 days
Palmetto Health Heart Hospital

Campus update

Team member advanced degrees
BSN Completed
MSN Completed
Palmetto Health Tuomey

Campus update
Palmetto Health Tuomey is on the journey to Pathway to Excellence designation. This prestigious designation is presented by the American Nurses Credentialing Center (ANCC). The target submission date for Palmetto Health Tuomey is November 2018. The hospital continues its offerings of classes and practice opportunities such as Code Blue classes, unit-specific inservices, EKG and arrhythmia classes, continuing education, diabetic teaching, and a skills fair. Susan Gaymon, nursing director at Palmetto Health Tuomey, recently was presented with the 2017 James E. Lathren Lead by Example Award.

Team member advanced degrees
BSN Completed
MSN Completed

In the Community and World
Palmetto Health Tuomey participated in the following volunteer initiatives: Feed My Starving Children (August); Relay for Life ($7,950 raised); Central Carolina Technical College Advisory Board; Assistance with wigs for cancer patients; Cancer Support Group (monthly, 25-30 community members per month); Look Good, Feel Better Host Site and Site Coordinator (every other month).

Fall Skills Fair, September

Terrie Carlton and Susan Gaymon were guests on a local radio show. In October, Terrie discussed “all things nursing”; and in December, Susan discussed Tuomey initiatives to improve the patient experience, and why Tuomey is a great place to have a baby. She also provided an update on the ED expansion project.
**Palmetto Health Outpatient Services**

**Campus update**
In Senior Primary Care, all clinic staff passed annual clinical competency testing.

Internal Medicine at 1801 Sunset Dr. underwent renovations and expanded its residency clinic to a maximum of seven residents.

The Children’s Hospital Outpatient Center (CHOC) implemented One Chart Electronic Medical Record (EMR) and started the Carolina Health Advocacy Medicolegal Partnership (CHAMPS) clinic - a medical and legal collaboration between USC Pediatrics and USC School of Law, identifying families who have barriers to health care that need to be addressed by attorneys (i.e. obtaining WIC or Medicaid through the justice system).

The Department of Nursing added motivational Interviewing to New Team Member’s Clinical Orientation.

The Infusion Center was 100% staffed without any vacancies. It collaborated with the Palmetto Health USC-Medical Group Sickle Cell Medical Home to decrease sickle cell visits to the emergency department and inpatient admissions by providing acute pain management for patients in danger of an acute crisis. They accepted inpatients and provided daily IV antibiotics at a lower level of care, minimizing the cost for an inpatient stay (also collaborated with the Emergency Department (ED) to accept a patient who needed a blood transfusion to prevent a hospital admission.)

**Quality**
The Infusion Center’s quality goal of “scrubbing the hub” at a 100% compliance rate with efforts focused on minimizing the incidence of CLABSis.

Senior Primary Care and CHOC maintained their College of American Pathologists (CAP) accreditation and passed their Joint Commission Inspection.

Internal Medicine received their CAP and Joint Commission accreditation.
System Highlights

- The Magnet® journey
- Palmetto Health Nursing Shared Governance
The Magnet® Journey

The Magnet® Recognition Program is based on years of research that started with the American Academy of Nursing studying the practice environments of hospitals that were able to attract and retain nurses during a nation-wide nursing shortage in the 1970’s. The qualities identified by these studies became known as the 14 forces of Magnetism and formed the foundation for the Magnet® program. As the program has evolved over the years, these 14 forces were refined into the Five Magnet® components we have today:

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

The Magnet® components are evidence based. Implementation of these practices results in continuous improvement, innovation and ultimately better outcomes. Magnet® recognized organizations consistently outperform organizations that have not achieved Magnet® status. They have better patient outcomes and higher patient satisfaction rates. Magnet® recognized organizations are known for quality patient care, nursing excellence and innovations in professional nursing practice. They also have consistently higher nurse recruitment and retention rates and higher rates of job satisfaction.

Palmetto Health Baptist, Baptist Parkridge and Richland are on the Magnet® journey. Magnet® recognition is considered the "gold standard" for measuring excellence in nursing and patient care. This designation is awarded to the organization and out of the approximate 5,800 hospitals in the U.S., only 6.3 percent hold Magnet® designation. It is the highest honor awarded by the American Nurses Credentialing Center.

Magnet® designation is not possible without the engagement of the entire health care team. Every Palmetto Health team member plays a vital role in this journey. All team members benefit from Magnet® designation, because each team member is recognized as being part of an organization committed to safe, quality patient care.
Palmetto Health Nursing Shared Governance

Nursing Shared Governance at Palmetto Health provides the nurse an infrastructure that supports decision making by the clinical expert. The Councils consist of more than 50 percent direct care nurses and are chaired by direct care nurses. The work of Nursing Shared Governance is based on the Nursing Strategic Business Plan.

Nursing Shared Governance creates a partnership between formal leadership and experts at the bedside, and empowers the clinical nurse to own the accountabilities of their profession. The roles of the Bedside Nurses and Nurse Managers are distinctly different and complementary to one another in a shared governance structure. Both are imperative to the success of the profession. This structure is vital to ensuring that nursing care at Palmetto Health is second to none!

System Councils

Coordinating Council – Team made up of chairs from each of the following system level councils.

- Quality and Safety Council
- Leadership Council
- Practice Council
- Research Council
- Professional Development Council
- Informatics & Technology Innovation Council
Our Vision: To be remembered by each patient as providing the care and compassion we want for our families and ourselves.
Magnet® Component 1: Empirical Outcomes

A Palmetto Health nurse is actively engaged in improving the quality of care for our patients. They promote and support a zero harm environment for our patients, families and team members. They understand the ever-changing health care landscape, as it relates to quality measures, and how that directly affects our organization and our patients. They are actively involved in the measurement of quality indicators and evaluating those measures for opportunities for continuous performance improvement.

Empirical Outcomes is not a component by itself, but each of the other four components contains Empirical Outcomes. Empirical refers to a “result or outcome that has been validated by data to show that real change has occurred because of a particular action.” Empirical quality refers to the way Palmetto Health team members prove that the work they do has measurable and specific outcomes and that the work made a difference.

Nursing Shared Governance Unit-Based Councils

Nursing Shared Governance (NSG) Unit-Based Councils’ (UBC) provide the structure for nurses at the bedside to make decisions that support their nursing practice. Through this structure, nurses:

- Recognize opportunities for improvement in nursing practice.
- Review and evaluate quality and safety concerns.
- Implement evidence-based solutions to nursing practice and quality/safety opportunities.
- Take charge of their own nursing professional development while supporting others’ professional development goals.
- Generate and integrate nursing research at the unit level.

The purpose of the unit-based council is to address issues related to practice, quality, and competence that are applicable only to the unit.
FY17 Unit Based Council (UBC) initiatives

**Waste Challenge:**
Winner: Richland Emergency Department Unit Based Council
- Implementation of blood culture cart and standardization of culture draws to reduce false positives or contaminated cultures
- Floor day and night shifts were treated to a pizza party

**Other submissions:**
- Parkridge Surgery Center utilization of IV starter kit with savings of $9,000
- Baptist and Richland Neonatal Intensive Care Unit (NICU) worked together to streamline breast milk storage with savings of $74,522, decreasing from five containers to one.
- Baptist Parkridge Oaks centralized the medication on their unit, time and reordering medication
- Tuomey Labor and Delivery implemented SBAR (Situation, Background, Assessment, and Recommendation) report, not able to define savings, but aligned campus with a Palmetto Health best practice
- Baptist 8th Medical applied Lean Measures to nutrition orders saving $1,609
- Tuomey began reusing patient specific blood pressure cuffs on weekly patient visits, unable to measure savings
- Baptist Parkridge Emergency Department implemented fall intervention to save on cost of falls on unit
FY17 UBC Posters
Quality and Safety Council
The Quality and Safety council implements, facilitates, and evaluates continuous performance initiatives to support a high reliability organization—one that realizes zero harm to patients, families, and team members. The work of the quality and safety council is based on the Nursing Strategic Business Plan.

Quality and Safety Council Members
Sally Igiozee  Behavioral Care  Michelle Greene-House  Radiology, Endoscopy, VAT, WOCN
Jessie Johnson, Chair  Children’s Hospital  Samantha Cain  Nurse Manager
Kathryn Frankel  Critical Care  Megan Turner  Assistant Nurse Manager
Hannah Andaloro  Emergency Department  Gail Fisher  Nurse Educator
Kevin Eleazer  Heart Hospital  Ancha Sturkie  Clinical Practice Specialist
Adrianne Jackson  Medical  Diane Smith  Clinical Practice Coordinator
Stephanie Kunard  Surgical Oncology  Julie Dawson  Patient Educator
Amber Thomas  Women’s and Neonatal Services

FY17 Initiatives
• Selected the type of urine specimen tubes used for urinalysis and culture
• Provided input on quality related projects:
  – Decreasing breakage rate of glucometer and I-stats
  – Glucommander rollout
  – POSS pain scale documentation
  – Effective SBAR
• Partnered with Corporate Quality department to guide No Foley Zone pilot
• Established process for serious sentinel events to be communicated to the bedside nurse
Richland Surgical Trauma Intensive Care Unit (STICU)
The Surgical Trauma Intensive Care Unit at Palmetto Health Richland implemented two projects this year to improve their quality of care as it relates to infection rates and pressure ulcers in this acute, highly specialized care unit. A multidisciplinary team of doctors, nurses, clinical practice specialists and nurse educators worked together to implement a process change for each project.

Decrease hospital-acquired infections: The goal for their first project was to reduce the incidence rate of CLaBSI, CaUTI and VAP in STICU through a strategy of early, appropriate removal of unneeded devices and consistent maintenance of the patient safety bundles.

- Maintain or reduce utilization rate of each device throughout FY17, as compared to a baseline at end of year FY16.
  - Central lines: 0.38
  - Foley: 0.61
  - Ventilators: 0.49
- Reduce device infection incidence rate by 20 percent from baseline of FY16 by September 2017.
  - FY16 CLaBSI Incidence rate: 1.25
  - FY16 CaUTI Incidence rate: 1.74
  - FY16 VAP Incidence rate: 2.24

Outcomes:
- FY17 Central Line
  - Utilization rate: 0.38 (maintained)
  - CLaBSI incidence rate: 0.96
- FY17 Foley
  - Utilization rate: 0.55
  - CaUTI incidence rate: 0.73
- FY17 Ventilator
  - Utilization rate: 0.61
  - VAP rate: 1.06

Decrease pressure ulcer incidence: The goal of the second project was to reduce HaPU incidence rate by 25 percent in FY17, from an FY16 baseline of 4.58, as measured on the harm index.

Outcomes:
- End of year FY16 HaPU incidence rate: 4.58
- End of year FY17 HaPU incidence rate: 3.32
Reduced unwarranted waste and variation – Richland 9-East

Richland 9-East implemented a Kanban Supply Cart two-bin system in July 2017 (three months left in FY17.) Total cost savings at end of FY17 $16,000.
Excellence in Nursing

STICU HaPU FY14-Current

HaPU 2016

FY17 Turning vs Device HaPU Totals

STICU Patients with HaPU

FY16 Total HaPU: 25

FY17 Total HaPU YTD: 19

PROTECTING OUR PATIENTS FROM PRESSURE ULCERS

# Patients w/HA-PU > stage 1
Pay practices (Operational Excellence)

**Strategic aim**
Align clinical processes with the strategic initiatives of the organization to support the achievement of established goals.

**Goals**
1. Achieve a 10 percent reduction in premium pay associated with overtime, bonus and external agency usage.
2. Implement replacement central scheduling software that includes assignments by patient acuity.

**Outcomes**
1. GE Workforce Manager Kick-Off completed in March 2017
2. Manager/Scheduler/Director Training began April 2017. Scheduling software implemented and in full use by end of FY17.
Glucocommander implementation

Objectives
2. Staff education revised Aug./Sept. 2017

Goals
ROI established for Glucocommander

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<th>FY17 Goal</th>
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<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
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Patient-centered Team-based care

Objectives
Develop a patient–centered team-based model of care (clinically integrated team based accountable model of care)

Goals
1. Implement 3 ACUs annually
2. Develop a certification for BSR (Bedside Shift Report), SIBR (Structured Interdisciplinary Bedside Report) and Rounds Manager.
3. Develop leader dyad training academy

<table>
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<th>Metric</th>
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<th>FY 15</th>
<th>FY 16</th>
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<th>Dec</th>
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<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
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Outcomes
1. First Annual Accountable Care Unit Symposium held in October 2017
2. Patient Centered Care Structured Communication Infographics designed
3. 10-East ACU opened 10 beds for long-term care with Hospital Internal Medicine management (HIM)
4. Mepilex Pilot on 10E, Sept 2017
5. Moultrie nominated for System Pillars of Excellence People Award
6. Kanban cart project on 9-East
7. Second Leadership Triad team formed on 10-West unit with addition of Brett Murphy, MD
8. 8-West named Teshieka “TK” Curtis-Pugh as new nurse manager
9. 5-Long Baptist ACU medical-surgical became telemetry unit
ACU Initiatives

**Moultrie Suite Pillar Award nominee**

**Mepilex Pilot on 10-East**

**Accountable Care Unit Symposium**
Up-skilling Patient Services Techs (PST)

**Objectives**
Implement innovative evidence-based care delivery models to increase beside nursing support, patient satisfaction and team member retention.

**Goals**
- **Strategic:** Establish consistent nursing roles through standardization and maximizing top of licensure and certifications
- **Program:** Increase skill level/application of patient care related knowledge for technicians to provide a balance of educational levels across the system.
- **Performance:** Increase retention within nursing service by 10 percent for technicians, by decreasing turnover from 29.8 percent in 2016 to 19 percent this year.

<table>
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<th>Metric</th>
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<th>Quarter 2</th>
<th>Quarter 3</th>
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<td>83.52%</td>
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<td>n/a</td>
<td>519</td>
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</table>

**Program accomplishments:**

**Quarter 1**
- Integrated Non-licensed emergency management into PST Academy
- Built and implemented required non-licensed emergency management course for current technicians
- Expand option for phlebotomy training by developing a bypass program that accepts outside curriculum and by working with Health Resources and Services Administration (HRSA) to utilize grant funding to offer additional courses
- Provided Just in Time unit based training on new wedge pillows for pressure ulcer prevention

**Quarter 2**
- Planning to evaluate and develop a change plan for nursing support roles within Cerner Millennium.
- Glucommander Training
- Build Personal Annual Continuing Education (PACE)

**Quarter 3**
- Planning to add Development Dimensions International (DDI) soft skills communication and delegation courses to PST Academy

**Quarter 4**
- Goal for 95 percent compliance with Annual Nursing service training
- Goal for 95 percent compliance with non-licensed emergency management course by Dec 2017
- Implement cultural diversity training for nursing support technicians
Magnet® Component 2: Structural Empowerment

A Palmetto Health nurse seeks every opportunity to develop themselves through certification, continuing education and career development. In addition, they share this knowledge with their peers to support improved patient outcomes. They are actively involved in committees and councils across the organization and externally. They promote the image of nursing through awards and recognitions they receive. They volunteer for community initiatives and are committed to improving the physical, emotional and spiritual health of all individuals and communities we serve.

Structural Empowerment encompasses organizational structure, personnel policies and programs, professional development, community outreach, and promotion of a positive nursing image. At Palmetto Health, the leadership is committed to empowering every nurse to improve their own professional practice through engagement activities, educational offerings, leadership classes, certification reimbursement and community outreach activities.

Professional Development Council

Professional Development Council Members

<table>
<thead>
<tr>
<th>Member</th>
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<tbody>
<tr>
<td>Jennifer Ray</td>
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<td>Page Wiggins</td>
<td>Children’s Hospital</td>
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<td>Miriam Hickman</td>
<td>Critical Care</td>
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<td>Regla Maria Gonzalez</td>
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<td>Kacie Berry</td>
<td>Heart Hospital</td>
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<td>Christina Oliva, Chair</td>
<td>Medical Oncology</td>
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<td>Karla Cook</td>
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<td>Pamela Goodwin</td>
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<td>Radiology, Endoscopy, VAT, WOCN</td>
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<td></td>
<td>Surgical Services</td>
<td></td>
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<tr>
<td></td>
<td>Nurse Manager</td>
<td></td>
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<tr>
<td></td>
<td>Assistant Nurse Manager</td>
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<td></td>
<td>Nurse Educator</td>
<td></td>
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<tr>
<td></td>
<td>Clinical Practice Specialist</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nursing Engagement Partner</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Education Representative</td>
<td></td>
</tr>
</tbody>
</table>
Professional Development Council Initiatives

- Certification buttons for National Certification Day
- ASCEND collaboration
- Nurse’s week basket
- Nursing Grand Rounds
- Setting campus goal for number of certified nurses
- Collaboration with education for preceptor design
- Working to standardize process for data entry of advanced degrees and certification
- Changed central line dressing kit
- Created Professional Practice Model
- Modified the Vital Sign PGR to standardize obtaining, documenting and communicating vital signs
- Partook in the change of Naso-Gastric/Oral-Gastric (NG/OG) documentation
- Reviewing PGRs with Policy and Procedure Committee
DAISY Award recipients

An acronym for Diseases Attacking the Immune SYstem, The DAISY Foundation was formed in November 1999, by the family of J. Patrick Barnes who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura (ITP). The nursing care Patrick received when hospitalized profoundly touched his family.

Palmetto Health recognizes thousands of DAISY nominees every year, and awards the coveted DAISY Award each quarter at all three Columbia Campuses. We are happy to be working with Maggie Weatherly and our team at Tuomey to assist them in launching their DAISY program. The goal is to award their first DAISY Awards in early 2018. At Baptist Parkridge, Kathryn Harris took over the administration of the DAISY program in December 2017.

Stories

We recently received word from Outpatient Surgery about an accident involving one of our Healer’s Touch statues. While being admired by coworkers, the statue fell and broke into pieces. The statue belonged to Anne Flynn, RN, who won the award in July 2015, after receiving 15 nominations by her peers. This same group of coworkers collaborated with the DAISY Foundation to replace the statue before Anne learned it was broken. They were willing to do whatever was necessary to replace it. In the meantime, these skilled nurses gathered the broken statue pieces and performed “medical magic” to help bring it back to life. In no time, Anne’s new statue arrived. Big thanks goes to the DAISY Foundation for creating this happy outcome for one of our precious DAISY winners!
**Palmetto Health Richland DAISY Winners**
Kelli Maddox, Jennifer Corley and Meredith Maliszewski

Banks, Joshua Patterson-Pope and Erica Turrintine

Jacqueline Mincy, Jesse Childers and Kelli Maddox

Jacey Pruett, Joy Berzins and Hannah Andaloro

---

**Palmetto Health Baptist Parkridge DAISY Winners:**
Raychel Wood - 1st Quarter

Lindsey Maxwell - 2nd Quarter

Tim Smallwood - 3rd Quarter

Chelsea Taylor - 4th Quarter
Palmetto Health Baptist DAISY Winners:
Rebekah Roberts – OB/GYN
Malakia Brown - 9th Ortho
Tiffany Strickland – 9th Ortho
Jin Gafford - 8th Oncology
Barnibi Merritt- L & D
Cristal Smith - Family Place
Jamie Hamilton - Birthplace
Palmetto Gold

In December 2001, a coalition of nurse leaders representing major nursing organizations in South Carolina met to discuss the formation of an annual statewide nursing recognition program that would both showcase the valuable contributions nurses make to patient care in our state and to raise funds to provide scholarships for registered nurse students. In May 2002, the plans reached fruition as the first Palmetto Gold Gala was held. The Gala proved to be a huge success and the proceeds were sufficient to provide a $1000.00 scholarship in each registered nurse program in the state.

At Palmetto Health, we’re on a journey to transform the health care experience for our patients and their families. We applaud our nurses who have earned the prestigious Palmetto Gold award recognizing excellence in South Carolina nursing. Because when they win, we all win.
ASCEND — Advancement System for Clinical Excellence and Nursing Development

ASCEND (Advancement System for Clinical Excellence and Nursing Development) is an outcome-based professional development program for nurses. ASCEND is an innovative program designed by nurses to engage nurses in owning their practice environment and achieving desired outcomes for the organization. Influenced by the Magnet® Recognition Program, which recognizes health care organizations for quality patient care, nursing excellence, and innovations in professional nursing practice, ASCEND is based on five focus areas: Leadership, Professional Development, Quality, Practice, and Research and Technology. Core to the program are individual competencies and the achievement of professional outcomes. Competencies are based on knowledge, clinical skills, and personal characteristics that lead to outstanding performance. Skills, and personal characteristics that lead to outstanding performance.

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY16</th>
<th>Oct</th>
<th>Jan</th>
<th>Apr</th>
<th>Jul</th>
<th>FY 17 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Nurses in ASCEND</td>
<td>626</td>
<td>644</td>
<td>626</td>
<td>598</td>
<td>602</td>
<td>245</td>
</tr>
<tr>
<td>Hill</td>
<td>541</td>
<td>1</td>
<td>3</td>
<td>42</td>
<td>6</td>
<td>52 (new)</td>
</tr>
<tr>
<td>Crest</td>
<td>30</td>
<td>1</td>
<td>3</td>
<td>31</td>
<td>7</td>
<td>42 (new)</td>
</tr>
<tr>
<td>Summit</td>
<td>23</td>
<td>7</td>
<td>6</td>
<td>41</td>
<td>4</td>
<td>58 (new)</td>
</tr>
<tr>
<td>Pinnacle</td>
<td>32</td>
<td>9</td>
<td>10</td>
<td>36</td>
<td>6</td>
<td>61 (new)</td>
</tr>
</tbody>
</table>

Example ASCEND Submission – Michelle Page, Baptist

Assisted church with obtaining AED and BLS training team

Michelle Page, RN, Diabetes Program Coordinator at Baptist, improved her church’s readiness to respond to a medical emergency by facilitating a CPR course for parishioners and updated the church’s Automatic External Defibrillator (AED) functionality and supplies. Michelle organized a CPR class for 15 church members, and updated the church’s existing AED to current software and supply regulations, creating a team of parishioners ready to respond in case of an emergency.
Palmetto Health Tuomey Pathway to Excellence Journey – began January 2017

**Goals**
1. Establish Nursing Shared Governance unit based councils in all inpatient units by end of FY17.
2. Standardize nursing orientation process to align with current system process by end of FY17.
3. Revise all documents related to nursing orientation for all nurses at all levels and settings by end of FY17.
4. Develop and implement a nursing services preceptor program by end of FY17.
5. Establish Nurse Executive rounds (quarterly) and annual Town Hall meetings for nursing services.

**Outcomes**
1. Accumulative total of eight Elements of Performance (EOPs) for HealthLinx.
2. Maggie Weatherly hired as Pathway to Excellence Coordinator
3. Steering Committee created
4. Established Nurse Executive Quarterly Rounds
Magnet® Component 3: Transformational Leadership

A Palmetto Health leader is a visionary who influences others and promotes effective change. Leaders support and promote an environment that enhances the professional nursing practice. They are strong advocates for both team members and patients. They are innovative in their solutions and understand that change may be challenging and they are proficient in responding to and managing the unexpected.

Developing a highly engaged, performance oriented team of nurses at Palmetto Health is paramount to a successful nursing team. James MacGregor Burns defined transformational leadership in 1973 as “a process by which leaders raise the aspirations and motivations of others to higher levels by appealing to higher ideals and values.” When the leadership is committed to transforming their own practice, they will help to develop an effective and high quality nursing workforce.

Leadership Council

The Council empowers and guides nurses by promoting an environment of professional development, engagement and autonomy to ensure safe practice, high quality and competence. The work of the Council is based on the Nursing Strategic Business Plan and Evidence-Based Principles.

Leadership Council Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Angela Bruccoli</td>
<td>Emergency Department</td>
</tr>
<tr>
<td>Celena Bearden</td>
<td>Research/Women’s and Neonatal Services</td>
</tr>
<tr>
<td>Nadine Brooks</td>
<td>Professional Development/Heart Hospital</td>
</tr>
<tr>
<td>Schondra Christian</td>
<td>Outpatient/Physician Practices/Practice</td>
</tr>
<tr>
<td>Brandon Mason</td>
<td>Informatics and Technology</td>
</tr>
<tr>
<td>Samantha Cain</td>
<td>Quality and Safety/Women’s Neonatal Services</td>
</tr>
<tr>
<td>Sylvia Christian-James</td>
<td>Behavioral Care</td>
</tr>
<tr>
<td>Kenny Jones</td>
<td>Children’s Hospital</td>
</tr>
<tr>
<td>Shanaya Mercer</td>
<td>Critical Care</td>
</tr>
<tr>
<td>Jessica Stricklin</td>
<td>Medical</td>
</tr>
<tr>
<td>Melisa Carter</td>
<td>Oncology</td>
</tr>
<tr>
<td>Mary Katio</td>
<td>Radiology, Endoscopy, VAT, WOCN</td>
</tr>
<tr>
<td>Meghan Burgess</td>
<td>Surgical Services</td>
</tr>
<tr>
<td>Jennifer Fox</td>
<td>Coordinating Council Chair/Critical Care</td>
</tr>
<tr>
<td>Carolyn Swinton</td>
<td>Chief Nursing Officer</td>
</tr>
<tr>
<td>Brenda Rankin</td>
<td>Director</td>
</tr>
<tr>
<td>Becky Baute</td>
<td>Campus Nurse Executive</td>
</tr>
<tr>
<td>Misty Sartin</td>
<td>Administrator On Duty</td>
</tr>
</tbody>
</table>

FY17 Leadership Council Initiatives

- Collaborated with pharmacy for PCA key rollout
- Assistant Nurse Manager (ANM) workout
- Support UBC rollout (Unit Based Council)
- Manager IT access with onboarding - created a spreadsheet for seamless process with onboarding
• Completion of WIG (Wildly Important Goals) regarding bidirectional communication for managers from council
• Created a stoplight report whereby campus liaisons on the leadership council share information between campuses and councils.
• Tuomey created their first campus Nursing Shared Governance Council
  o Created from a group of 45 people who previously served on the Quality Council
  o Council consists of 15 members (three from administration and 12 bedside registered nurses)
  o Each service line UBC is represented
  o Membership selection finalized
  o Purpose statement created
  o Next, they will create by-laws
Coordinating Council
The Coordinating Council guides the Nursing Shared Governance structure. The work of the council is based on the Nursing Strategic Business Plan that is conducted within the framework of EBP principles and the patient and team member experience.

Coordinating Council Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Stevenson</td>
<td>Chair</td>
<td>Coordinator</td>
</tr>
<tr>
<td>Z. Anne Sims</td>
<td>Chair Elect</td>
<td>Chair Elect</td>
</tr>
<tr>
<td>Carol Tuten</td>
<td>Research Council Co-Chair</td>
<td>Research Council Co-Chair</td>
</tr>
<tr>
<td>Christine Walukewicz</td>
<td>Research Council Co-Chair</td>
<td>Research Council Co-Chair</td>
</tr>
<tr>
<td>Jessie Johnson</td>
<td>Quality and Safety Council Chair</td>
<td>Quality and Safety Council Chair</td>
</tr>
<tr>
<td>Christine Oliva</td>
<td>Professional Development Council Chair</td>
<td>Professional Development Council Chair</td>
</tr>
<tr>
<td>Angela Bruccoli</td>
<td></td>
<td>Leadership Council Chair</td>
</tr>
<tr>
<td>Peter Dcosta</td>
<td></td>
<td>Informatics and Technology Innovation Chair</td>
</tr>
<tr>
<td>Courtney Prince</td>
<td></td>
<td>Practice Council Chair</td>
</tr>
<tr>
<td>Carolyn Swinton</td>
<td></td>
<td>Chief Nursing Officer</td>
</tr>
<tr>
<td>Lan A. Nguyen</td>
<td></td>
<td>Nursing Engagement Clinical Practice Specialist</td>
</tr>
<tr>
<td>Kristen Dickens</td>
<td></td>
<td>Nursing Engagement Nurse Manager</td>
</tr>
</tbody>
</table>

FY17 Coordinating Council Initiatives

- WIGs defined. Review of Nursing Strategic Plan review process. Finalized UBC Chair Orientation and Toolkit
- Coordinating Council contingency plan
- Key measures from consultant’s presentation to be shared with councils
- Presented Nursing Shared Governance (NSG) update at Joint Nurse Manager meeting
- Reviewed Professional Practice Model
- Council Connect
- UBC Chair Day agenda finalized
- Nurses Week activities finalized
- UBC Waste Challenge winner selection
- Chair-Elect orientation
- System-level and UBC application rollout, starting June 21 and ending July 30.
- Review of current number of system-level applications; recruiting plan determined
- REFRESH – Began Strategic Plan review
- Discussion and approval of change to Oxygen Tank Storage PGR to support regulatory needs
- Review of current number of system-level applications; recruiting plan determined
- Review to prepare for next step in Nursing Strategic Planning
- Orientation day for system level council members
Nursing Structured Communication

**Strategic plan process with staff nurses, addition of directors, QS and QOR**

**Benefit Statement:** The nursing structured communication infographic was created to show the differences with each group (cabinet, council, committee, workgroup and meeting) and who has the responsibility for nursing practice decision making for the nursing body. The actions that are coordinated monthly, quarterly and annually are identified. Each component has a charter and communication standards to follow. This process was developed over a year with input from all levels of nursing staff.

**Transformational Leadership ASCEND Submission – Merri Hoover, Baptist**

**Service in US Navy Reserves Nursing Corps**

Merri Hoover, RN, is a nurse for Palmetto Health HomeCare. Merri serves as a leader in the US Navy Reserves Nursing Corps, and in March 2017, was sworn in as a lieutenant. She works as a medical-surgical nurse at the Naval Operating Service Center where she serves approximately 160 sailors. In her role, she prepares them for ready mobilization, ensuring that physical health assessments are performed annually including dental readiness, flu vaccines, HIV testing and clearing up any special injury or illness cases within six months. Recently, Merri attended leadership training for two weeks in Rhode Island.
Magnet® Component 4: New Knowledge, Innovations and Improvements

The Palmetto Health Nurse continuously seeks new knowledge and incorporates evidence-based principles into their daily nursing practice. They support and advance nursing research in collaboration with the Research Council. They proactively seek ways to improve and develop current processes and investigate new technology with a focus on improving quality and patient outcomes.

Our nurses are encouraged to seek out and develop best practice through new knowledge, innovation and improvements they implement into their own care. Nurses who conscientiously integrate evidence-based practice into their own daily routines deliver the best possible care to our patients and their families.

Research Council

The Research Council ensures the advancement of Nursing Research and Evidence Based Practice. The work of the Research Council is based on the Nursing Strategic Business Plan.

Research Council Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Sanders</td>
<td>Behavioral Care</td>
<td>Carol Tuten, Co-Chair</td>
</tr>
<tr>
<td>Christine Miller</td>
<td>Children’s Hospital</td>
<td>Cheryl Krupp</td>
</tr>
<tr>
<td>Margaret McCoy</td>
<td>Heart Hospital</td>
<td>Forrest Fortier</td>
</tr>
<tr>
<td>Julia Jennings</td>
<td>Women’s and Neonatal Services</td>
<td>Celena Bearden</td>
</tr>
<tr>
<td>Syntia Rodenberg</td>
<td>Surgical Services</td>
<td>Sara Gibson</td>
</tr>
<tr>
<td>Sarah Petty</td>
<td>Emergency Department</td>
<td>Mathew Tharakan, Chair-Elect</td>
</tr>
<tr>
<td>Sarah Knorr</td>
<td>Critical Care</td>
<td>Veronica Deas, DNP</td>
</tr>
<tr>
<td>Robin Baker</td>
<td>Emergency Department</td>
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<tr>
<td>Christine Walukewicz</td>
<td>Clinical Practice Specialist</td>
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<td>Carol Tuten, Co-Chair</td>
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<tr>
<td></td>
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<td>Cheryl Krupp</td>
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<td>Forrest Fortier</td>
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<td>Celena Bearden</td>
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<td>Sara Gibson</td>
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<td></td>
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<td>Mathew Tharakan, Chair-Elect</td>
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<td></td>
<td></td>
<td>Veronica Deas, DNP</td>
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</table>

Research Council Accomplishments

- Piloted Nursing Research Academy’s first lecture series provided by Nursing Research and Development Healthcare Analyst, Jametta Magwood-Golston, PhD
- Scientific review process completed for three projects brought to the council and made recommendations for the next step
- Completed IRB process for multi-site study Essentials Practice of Professional Nursing for Baptist and Richland campuses
- Conducted the Professional Nursing study on the Baptist campus
- Completed literature review for fall research project and created summary
• Created research question for fall study
• Conducted the Professional Nursing study on the Baptist campus
• Completed literature review for fall research project and created summary
• Created research question for fall study
Informatics and Technology Innovation Council

The Informatics and Technology Innovation Council serves to support and guide the continued integration of computerization and information science into the health care delivery process within Palmetto Health. The council works to improve and develop current processes and investigate potential new technology with a focus on improving health care delivery quality. The work of this council is based on Palmetto Health’s Nursing Strategic Business Plan in the pursuance of excellence, integrity, teamwork, compassion, and dignity. All work of the council is done with the incorporation of evidenced based practice in its decision making process.

Informatics and Technology Innovation Council Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Suzanne Cox</td>
<td>Behavioral Care</td>
</tr>
<tr>
<td>Andrea Lovett</td>
<td>Children’s Hospital</td>
</tr>
<tr>
<td>Peter Dcosta, Chair</td>
<td>Critical Care</td>
</tr>
<tr>
<td>Mary Smoak</td>
<td>Emergency Department</td>
</tr>
<tr>
<td>Tyler Rogers</td>
<td>Heart Hospital</td>
</tr>
<tr>
<td>Victoria Carter</td>
<td>Medical</td>
</tr>
<tr>
<td>Laura Register</td>
<td>Oncology</td>
</tr>
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<td>Viveka Gondha</td>
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<td>Paul Turzai</td>
<td>Radiology, Endoscopy, VAT, WOCN</td>
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<tr>
<td>Nancy Rentz</td>
<td>Women’s and Neonatal Services</td>
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<tr>
<td>Cynthia Garrick</td>
<td>Outpatient/Physician Practices</td>
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<td>Dianne Jackson</td>
<td>Surgical Services</td>
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<tr>
<td>Brandon Mason</td>
<td>Nurse Manager</td>
</tr>
<tr>
<td>Jamie Hogg</td>
<td>Assistant Nurse Manager</td>
</tr>
<tr>
<td>Judy Buford</td>
<td>Nurse Educator</td>
</tr>
<tr>
<td>Anne Sims</td>
<td>Nurse Educator</td>
</tr>
<tr>
<td>Jill Benns</td>
<td>Director of Nursing Education</td>
</tr>
<tr>
<td>Jackie Turner</td>
<td>Senior Nurse System Analyst</td>
</tr>
<tr>
<td>LeShanta Pinckney</td>
<td>Senior Clinical Informaticist</td>
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</table>

FY17 IT Innovation Council Initiatives

- 28 EMAR enhancements completed
- Established mobile device guidelines for Palmetto Health
- NG tube enhancements to include original length at time of insertion for additional safety measures
- Two-person skin assessment for better pressure ulcer prevention management
- Better access to All Hands On (AHO) by including icon on desktop
- Secure texting implemented for easier communication with licensed providers
- Disease specific Interdisciplinary Plan of Care (IPOCs) introduced
- SIRS/Sepsis alerts fired and fine-tuned for earlier warnings
- Level of care orders updated to decrease number of patients that have improper level of care orders
- Social history and home fields updated in OneChart for easier access to patient documentation from physician’s offices
- Structured Interdisciplinary Bedside Rounds (SIBR) field implemented in CERNER for Accountable Care Units (ACU)
Optimize technology – Dana Murphy

**Objectives**
Utilize technology and tools to improve efficiencies at the point of work; meet the generational and health care needs of team members and patients.

**Goals**
Strategic: Optimize electronic medical records.
Program: Integrate technology into nursing service workflows to increase efficiency and decrease errors.
Performance: Align IT initiatives with nursing service workflows.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Kickoff</th>
<th>Design</th>
<th>Build</th>
<th>Testing</th>
<th>Education</th>
<th>Go-live</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change to Medication Administration Record (MAR) for titratable medications</td>
<td>Most medications went live Jan. 2017. There are a few additional medications waiting to go live such as Oxytocin. This work still is in progress.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>St John’s Sepsis Alert</td>
<td>Currently live. Looking at process improvement for this product. Team considering changing alert criteria.</td>
<td></td>
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</tr>
<tr>
<td>Clinical Leader Organizer</td>
<td>Currently live. Planning next steps to incorporate additional columns. Submitted proposal to present Palmetto Health success with the Clinical Leader Organizer at the Cerner Health Conference (CHC.)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Secure texting pilot house wide</td>
<td>Successfully implemented for physicians</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OneChart Ambulatory</td>
<td>2016</td>
<td>FY 2016</td>
<td>FY 2016</td>
<td>Quarter 1</td>
<td>Quarter 2</td>
<td>Next set of practices go-live July 31, 2018</td>
</tr>
<tr>
<td>OneChart ECG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Went live March 2017</td>
</tr>
<tr>
<td>OneChart Acute Rev cycle</td>
<td>Dec. 2016</td>
<td>Current state review Dec. 2016</td>
<td></td>
<td></td>
<td></td>
<td>2018 Project currently on hold due to OneChart Ambulatory</td>
</tr>
<tr>
<td>API</td>
<td>Jan. 2017</td>
<td></td>
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</tbody>
</table>
Use of iRound application for patient and team member rounding in FY17

1. iRound is now Single Sign On (SSO) single sign on for all Palmetto Health users
2. 70 units are now using iRound as of the end of FY17

- Currently, 60 nursing units rounding with patients and families using iRound.
- Designed and developed 22 forms and over 100 reports to date.
- Qlik view dashboard developed to provide a more in-depth analysis in conjunction with comment analysis of rounding comments.
- Decreased service recovery time
- Empathetic rounding maintains relationships resulting in increased team member engagement and teamwork, increased experiences, improved nurse retention, improved communication, and increased patient and family experiences.
- Data show a correlation of iRound daily rounds and increased HCAHPS (Figure 1).
- Timely resolution of patient concerns.
- Standardization has provided consistency for collecting daily patient rounding, team member rounding, nursing engagement processes, service recovery, staff recognition, sharing of unit results and action plans with leadership in a timely fashion, etc.
- Increased satisfaction of managers, increased gratification of patients, increased number of daily rounds and staff participation.
**Leadership adoption**

Using IRound Correlation of **0.717026** with HCAPHS Rate of Hospital Improvement
Research and dissemination

Strategic aim
Leverage technology and health information systems to improve the overall quality, safety and efficiency of nursing practice

Goals
1. Implement Nursing Research PGR
2. Implement Nursing Research Academy
3. Conduct one nursing research study on each campus
4. Disseminate quality, innovative and/or research findings from each campus at a local, regional or national conference
5. Publish one article for nursing

Outcomes
1. Nursing Research PGR completed.
3. Nursing research by campus: Baptist: 3, Baptist Parkridge: 3, Richland: 11, Tuomey: 0 (Last three years)
4. Dissemination by campus: Baptist: 0, Baptist Parkridge: 0, Richland 7, Tuomey: 0 (Last three years)
5. Published nursing research articles: manuscript in draft for publication at end of FY 17.

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</tr>
</thead>
<tbody>
<tr>
<td>Funding proposals in draft</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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Magnet® Component 5: Exemplary Professional Practice

A Palmetto Health nurse is autonomous, and accountable for his or her own Nursing Practice. They effectively utilized their resources to ensure optimal outcomes for their patients. They are actively involved in the education of their peers and serve as subject matter experts in a variety of areas. They understand the importance of collaborating with other disciplines to ensure positive patient outcomes. They treat each patient as an individual with unique needs and they effectively adapt their care plans to meet the needs of their patients.

Exemplary professional practice focuses on what nursing can achieve. It is about how nurses interact with patients, families, communications and the interdisciplinary team to impact positive patient outcomes. We use the Professional Practice Model to deliver high quality nursing care, which incorporates nursing theory into our nursing practice. We recognize our nursing staff and engage them in making change throughout the organization through a professional development program called ASCEND, nurse led Nursing Grand Rounds, Nurse’s week celebrations and events, participation in Nursing Shared Governance and Unit Based Councils, and by setting campus goals for certifications and advanced degrees.

Practice Council

The Practice Council defines and provides a framework for clinical nursing practice. The work of the council is based on the Nursing Strategic Business Plan that is conducted within the framework of Evidence Based Practice principles and the patient and team member experience.

Practice Council Team Members

<table>
<thead>
<tr>
<th>Team Members</th>
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<tr>
<td>Tenake S. Coard</td>
<td>Behavioral Care</td>
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<tr>
<td>Kristen Harmon</td>
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<tr>
<td>Courtney Prince, Chair</td>
<td>Critical Care</td>
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<tr>
<td>Latoria Milton</td>
<td>Emergency Department</td>
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<td>Thomas Funderburk</td>
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<td>Kayla Jackson</td>
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<td>Jennifer O’Neill</td>
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<tr>
<td>Julee Kasserman</td>
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<tr>
<td>Georgina Dearden</td>
<td>Women’s and Neonatal Services</td>
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<tr>
<td>Karen Springfield</td>
<td>Outpatient/Physician Practices</td>
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<td>Rachel L. Hanes</td>
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<td>Schondra Christian</td>
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<td>Brittany Conyers</td>
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<td>Emily Atkinson</td>
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<td>Jane Lukshis</td>
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<td>Harmony Robinson</td>
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Practice Council Initiatives

- Changed Central Line Dressing Kit
- Created Professional Practice Model
- Modified the Vital Sign PGR to standardize obtaining, documenting, and communicating vital signs
- Partook in the change of NG/OG documentation
- Reviewing PGRs with Policy and Procedure Committee
Nursing Grand Rounds

8th Medical Team – Baptist: Patient-Centered Care for Complex Diabetic Patients"

STICU Team – Richland: “Nurse-Driven Advanced Hemodynamic Monitoring and Resuscitation.”
The Oaks Team – Baptist Parkridge: “Uncommon Complications of the Common Surgical Patient”

Exemplary Professional Practice ASCEND Submission – Kathy Decho, Baptist
Ostomy Support Group
Kathy Decho created an Ostomy Support Group for patients in the community. The group began meeting in Oct. 2016 providing education and support on topics such as “Sex and the Ostomate,” “Coping with an Ostomy,” “Traveling with an Ostomy,” “Dietary Concerns” and “Managing an Ostomy in the Summer Heat.” Kathy also arranged to have several surgeons and ostomy manufacturing companies come to speak to the group. So far, the group has eight attendees who come together every month to discuss their ostomy issues and support one another.