Sparrow Nursing Leadership – 2013

Senior Vice President
Patient Care Services/Chief Nursing Officer
Mary Lou Wesley
RN, MSN

Interim Executive Director
Christine Jodoin
RN, MSN, NE

Director of Nursing
Medical/Surgical
Amy Brown
RN, BSN

Director of Nursing
Critical Care
Toni Beymer
MSN, RN, NE-BC

Dir. of Nursing Women/
Children Services
Children’s Service Line
Kathy Marble
MSN, RNC-NIC

Director of Nursing
Education, Magnet Program
Janice Hodges
RN-BC, MSN

Director of Nursing
Operations
Tammy Banker
RN, MSN, CNML

Director of Nursing
Practice, Research and Outcomes
Piper Probst
MSN, RN-BC

Director of Nursing
Perioperative Services
Barbara McQuillan
RN, BSN, MSA

Administrative Director of Behavioral Health
Bill Wasserman
MSE.D, LMHC

Clinical Director of Behavioral Health
Kathleen Frybarger
RN, BSN, MA

Director of Emergency Services
Linda Reetz
RN, BSN, MBA
The Professional Practice Component

TRANSFORMATIONAL MODEL OF PROFESSIONAL PRACTICE

Our Transformational Model of Professional Practice highlights the distinguishing principles of a Sparrow Nurse. Empowerment and ownership for practice are the basis for accountable Nurse care.

SPARROW MISSION, VISION, AND VALUES

Sparrow’s vision is to be recognized as a national leader in quality and Patient experience. Our plan of excellence reflects the pillars that support our vision, values and mission — people, service, quality, resources and growth. By following our ICARE values — innovation, compassion, accountability, respect and excellence — we can fulfill our mission of improving the health of the people in our communities by providing quality, compassionate care to everyone, every time.
TRANSFORMATIONAL LEADERSHIP
Sparrow Nurses Display Transformational Leadership

- Serve as champions
- Serve as Charge Nurses
- Participate in Shared Decision Making*
  UBC & Nursing Councils*
- Mentor peers
- Teach Charge Nurse development workshop
- Participate in Aspiring Nurse Leader Program
- Serve as preceptors
- Serve as clinical mentors on the Dedicated Education Unit
- Chair councils and committees
- Secession planning

**ASPIRING NURSE LEADERS**

Sparrow Nurses demonstrated transformational leadership through implementation and participation in daily safety checks.

As a growing health care organization, Sparrow continues to increase the strength of our Nursing Leadership team. Two of our nursing managers attended the AONE Aspiring Nurse program. Their experience inspired the creation of a committee that developed Sparrow’s version of an Aspiring Nurse Leader Program. This 30-hour program is conducted over a two-month period. The curriculum is rooted in our five pillars: People, Service, Quality, Resources and Growth. We have expert speakers from within the organization and the community. The program includes topics on screening and interviewing, diversity, Patient experience, team building, collaboration, communication, culture of safety, accountability, budgeting, technology and transformational leadership. The Aspiring Nurse Leader program is preparing current and future leaders in nursing.

**CHARGE NURSE DEVELOPMENT**

As a fast-paced health care organization, the opportunity to strengthen our Charge Nurses’ skills became apparent. Decreased length of stay, increased volume and overall complexity of healthcare has created additional challenges for Charge Nurses. After conducting a needs assessment with over 100 Charge Nurses, it became clear that an investment into developing the effectiveness of these leaders as resources for their units was vital. With the leadership of our Nursing Directors, several Charge Nurses and Educators developed a program that met the identified need. A mission and vision was created that included providing consistent knowledge and ongoing support for these nurses. A program was developed that includes two- to four-hour sessions focusing on Managing the Patient Experience, Teamwork and Collaboration, Conflict Management, Patient and Caregiver Safety and much more. The Charge Nurse Committee, lead by Charge Nurses, is continuing to develop additional educational opportunities.

**SPARROW HOME CARE NURSES**

Sparrow Home Care Nurses (an ALL RN group) has had a great year of change and excellence at the same time. They have incorporated best practices for improving the care of the chronically ill Patient by learning “motivational interviewing” techniques. These techniques intend to increase success with major life changes that many of our Patients face when dealing with illnesses such as CHF, COPD and Diabetes.
CARE DELIVERY SYSTEM
Sparrow Nurses Deliver Excellence, Evidence-Based Care

Demonstrating quality has become an increasingly important priority in health care. In the last decade, alterations in reimbursement and an increased emphasis on outcomes has caused a shift in nursing practice toward ensuring consistency through evidence-based care practices. Outcomes represent the end result of the health care process and represent the collaboration between Patients and their health care team. Nursing-Sensitive Indicator Outcomes represent the consequences or effects of nursing interventions and result in changes in Patients’ symptom experience, functional status, safety, psychological distress and health care costs. At Sparrow, nurse champions are used as the liaisons between quality improvement committees and unit Caregivers to provide the best Patient care available.

SPARROW NURSE CHAMPIONS
Sparrow Medical Group Nurses demonstrate innovation and compassion in the care of their Patients and helping families with resources, medication and grief support.

Other champion teams committed to quality include:
- Quiet at Night
- Policy and Procedure
- Documentation
Practice Council

MEMBERS

Becky Hayes, RN, CCRN (CHAIR)
Chastity Warren MSN, RN, CCRN (CO-CHAIR)
Jean Martin ADMINISTRATIVE ASSISTANT
John Anderson, RN
Toni Beymer MSN, RN, NE-BC
Jeanne Bishop, MSN, RN, CNML
Deb Gonzalez, RN
Lisa Harris, MSN, RN
Gail Jehl, RN
Teresa Kress, RN
Tammy Parson, BS, RN
Amy Passiak, BSN, BS, RN
Piper Probst, MSN, RN-BC
Carol Rewiako, RN, ONC
Linda Stasiuk, MSN, RN-BC
Ron Wright, RN
Practice Council Accomplishments

2014 Goals

**GOAL:** Improve efficacy of multidisciplinary communication among Caregivers

**GOAL:** Identify safety risks and implement standardized practice for improvement

**GOAL:** Continue to support Evidence-Based Practice

2013 Goals

**GOAL:** Improve efficacy of multidisciplinary communication among Caregivers

**ACCOMPLISHMENTS:**
- Reviewed and improved PACU Handoff to units in iSparrow EMR
- Improved the After Visit Summary organization
- Disseminated updated iSparrow EMR Death Packet education to peers
- Reviewed and approved scripting to Patients regarding no basin baths

**GOAL:** Identify safety risks and implement standardized practice for improvement

**ACCOMPLISHMENTS:**
- Incorporated Practice Review Committee functions into Practice Council
- Revitalized Respiratory Department maintaining all yellow air flow meters within their department

**GOAL:** Continue to support Evidence-Based Practice

**ACCOMPLISHMENTS:**
- Selected Adult Critical Care pain scale
- Reviewed and made recommendations to the Central Line Policy
- Oversaw and supported Documentation Committee and Policy and Procedure Committee
PROFESSIONAL GROWTH
Sparrow Nurses Demonstrate Professional Practice

Nurses at Sparrow Clinton demonstrate professional practice with 30 percent of their nurses being prepared at the BSN level.

Overall, Sparrow Nurses are increasing their education, with 40 percent of nurses on the Main and St. Lawrence campuses having earned a BSN.

Sparrow Nurses advance their expertise through formal education. For example, some Sparrow Nurses are Master's degree-prepared as Nurse Practitioners, Clinical Nurse Specialists, Nurse Anesthetists, Nurse Educators and Nurse Administrators. Sparrow also has doctorate-prepared nurses in some areas.
Sparrow Nurses Demonstrate Collaborative Practice

Sparrow Nurses work with their peer professionals (Physicians, Physical Therapists, Occupational Therapists, Speech Therapists, Respiratory Therapists, Social Workers and many ancillary services) in caring for our Patients.
Sparrow Nurses Demonstrate Attention to Process

Nursing excellence included continuous process improvement. Sparrow Nurses used PDCA to improve practice. For example, PDCA was used to have improved processes including the use of new PYXIS machines and laptops.
THE PRIMARY OUTCOME COMPONENT
Quality Council Accomplishments

- Performed audits, explanation of med side effects, IV tubing dates, Foley catheter charting, white boards, inpatient surgical check sheet and more
- Selected representatives from multiple units to attend the council meeting to share and receive feedback on quality practices
- Invited MSU students to visit as a learning opportunity related to quality and safety at Sparrow
- Submitted to Nurse’s NEWS sharing work that multiple units are doing to improve quality and safety
- Began process of creating a unit-based “mini-champion” team
- Created posters highlighting EPIC and Magnet
- Reviewed submissions and determined recipients of Nursing Excellence awards
### SPARROW 6W Falls per 1000 Patient Days Compared to the All Hospital Surgical Mean

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<th>Fall per 1000 Patient Days</th>
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<tr>
<td>Q4 13</td>
<td>2.58</td>
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### SPARROW NDSU Hospital Acquired Pressure Ulcers Compared to the All Hospital NDNQI Step-Down Mean

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<th>Quarter</th>
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<tr>
<td>Q2 12</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q3 12</td>
<td>0.0%</td>
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<tr>
<td>Q4 12</td>
<td>0.0%</td>
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<tr>
<td>Q1 13</td>
<td>0.0%</td>
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<tr>
<td>Q2 13</td>
<td>4.76%</td>
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<tr>
<td>Q3 13</td>
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<tr>
<td>Q4 13</td>
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<table>
<thead>
<tr>
<th>Benchmark</th>
<th>Percent of Patients with Hospital Acquired Pressure Ulcers</th>
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<td>3.34%</td>
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<td>Q2 12</td>
<td>2.78%</td>
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<td>Q3 12</td>
<td>3.09%</td>
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<td>2.43%</td>
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<td>2.58%</td>
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<td>Q4 13</td>
<td>2.64%</td>
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• Flu Vaccinations — 100 percent of nurses at Sparrow Ionia were compliant with vaccination in 2013
• Sparrow Home Care Nurses have worked to help decrease expensive extra days in the hospital, decrease readmissions to the hospital and improve the Patient experience with care transitions to their home. This is evident by the following statistics: Admissions to home care increased by five percent from last year, and readmissions to the hospital from Sparrow Home Care decreased from 19.4 percent (statewide was 25.1 percent last year 2nd quarter) to 18.1 percent this year (statewide is 26 percent) from our OCS database. Finally, we exceed in Patient satisfaction compared with all of our area competition as reported from Home Health Compare in April 2014.
THE STRATEGIC OUTCOME COMPONENT
Memorable Work from Research Council

4th Annual Nursing Research Symposium
- Bernadette Melnyk, PhD, RN, CPNP/PMHNP, FNAAP, FAAN & Ellen Fineout-Overholt, PhD, RN, FNAP, FAAN
- 132 attendees (over 50 percent Sparrow frontline nurses)
- Over 20 outside attendees
- Twenty-nine units with nursing representation from Sparrow Hospital and affiliates

Five Evidence-Based Practice Fellowships awarded for 2013–2014
- Mentored by Dr. Debra Schutte, Research Consultant

Two Research Proposals presented to the council for discussion and approval

Community Research Day with community partners
- Sparrow nurses presented 11 posters

MEMBERS

Mary Kisting, MS, RN, CCNS, CCRN, (CHAIR)
Sherry Lynn Werth, MSN, RN, CWOCN, (CO-CHAIR)
Charlotte Black, ADMINISTRATIVE ASSISTANT
Tammy Ashley, MSN, RN
Catherine Brennan, MS, RN, CNS
Leah Cohen, MSN, RN, CCRN
Amy Crisp, MSN, RN
Debra Douglas, RN
Cyndi Dupuis, RN
Alison Frazier, MSN, RN
Kathleen Frybargar, MA, BSN, RN
Lai Harper, RN
Kathleen Marble, MSN, RNC-NIC
Jessica Martin, BSN, RN, CCRN
Mary-Kathryn Medei, RN
MaryLou Mitchell, MSN, RN
Piper Probst, MSN, RN-BC
Lynn Raynor, MSN, RN, CNOR
Julie Savage, MSN, RN
Debra Schutte, PHD, RN
Angie Sedlock, RN
Ann Southworth, BSN, RN
Satya Subedi, BSN, RN, CMS
Jennifer Thompson-Wood, MSN, RN
Jennifer Watkins, BSN, RN
Chastity Warren, MSN, RN, CCRN
Brooke Wood, BSN, RN, CMS
Memorable Work from Nursing Education Council

Increase in BSN prepared direct care nurses
• 36.9 percent in 2012 ▶ 42 percent in 2013

Increase in Certified Nurses
• 20.7 percent in 2012 ▶ 27 percent in 2013

Encouraging professional growth by appropriately administering the Sue Tadgerson Fund
• Supported nine nurses to attend conferences with the Sue Tadgerson Fund

Back to School Event
• Several nursing programs provided information on their RN-BSN, MSN and DNP programs

Preceptor of the Year
• Selected Preceptor of the Year Award Recipient for 2013

Certification Champion Event
• Hosted a Certification Champion Event to create Certification Champions on many units

Poinsettia Sale
• Sponsored a poinsettia sale to increase the Sue Tadgerson Fund for nursing conferences

MEMBERS

Sue Gurk BSN, RN (CHAIR)
Kay Zink BSN, RN-BC, (CO-CHAIR)
Fiona Bates, BSN, RN, PCCN
Amy Brown, BSN, RN-BC, ONC
Julie Chamberlain, BSN, RN
Marianne George, MSN, RN-BC
Jan Hodges, MSN, RN-BC
Jessica Pelletier, BSN, RNC
Piper Probst, MSN, RN-BC
Julie Pung, BSN, RN-BC
Brandi Purcell, RN
Miranda Stoneman, RNC
Marcella Williams, BSN, MS, AOCN, CMSRN
Magnet Status Is Awarded To Only About 6 Percent Of Hospitals