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Sparrow’s Nursing Leadership would like to thank all of our academic partners, especially Michigan State University and Lansing Community College. A special thank you to our Nursing union partners: Michigan Nurses Association (PECSH-MNA); International Union of Electronic, Electrical, Salaried, Machine-Furniture Workers-Communications Workers of America AFL-CIO, CLC Local 84444 (IEU); and Healthcare Michigan Service Employees’ International Union, Nursing Unit (SEIU).
As a Nurse with 33 years of clinical experience, I am proud to be a frontline Caregiver who is also very active in the Nursing Practice Research Council and other committees that give Nurses a voice!

REGINA BUHR, RN
Outpatient Services, Sparrow Clinton

Shared governance reflects the values of partnership and accountability of key stakeholders on issues that affect Patient care, safety, and the environment of care. The model fosters a culturally sensitive approach, where Caregivers have a voice that matters in decisions touching their work. The practice of shared governance is pivotal in the Sparrow Nursing Council’s Champion Groups and various committee workgroups, where practice, education, quality, and EBP/research are defined and sustained. Collaboration with the frontline staff, through mutual respect and the pursuit of excellence, is our daily work and process to keep Caregivers on the second tier of the Sparrow pyramid.

MARY KISTING, MS, RN, CCNS, CCRN-K
Nursing Education, Sparrow Hospital

Shared governance provides structural support for all nursing work at Sparrow Hospital. It gives Nurses the opportunity to impact and influence the work they do every day through involvement at the unit, hospital, and system levels. Nurses at the bedside are in a prime position to understand both the Patient and staff needs to improve processes and make significant positive impacts on Patient care and their work environment. Through shared governance, the bedside Nurses’ voices are heard, and a high level of value is placed on those recommendations. The influence of shared governance can be seen through staff empowerment, champion group work, committee involvement, and quality improvement projects that are staff-led throughout many units here at Sparrow. Specific examples of hospital-level shared governance include the Research Council, Professional Development Council, Practice Council, Quality Council, and Nursing Leadership Council.

SARAH COLLINS, MSN, RNC-NIC
Regional Neonatal Intensive Care, Sparrow Hospital

REGINA BUHR, RN, (left), and RACHEAL MUNRO, BSN, RN, CPN
Cancer and Infusion Center, Sparrow Clinton
As an Advanced Practice Nurse (Clinical Nurse Specialist), I work to improve healthcare outcomes through specialized knowledge and skills related to clinical practice, education, quality improvement, safety, and evidence-based practice.

RACHEL JUSTICE
MSN, RN, ACNS-BC, CMERN
Nursing Education, Sparrow Hospital

I feel better equipped having my Doctor of Nursing Practice (DNP) to help frontline (bedside) Nurses implement evidence into their daily practice. I am also in a position to lobby for policy changes and to be the voice of our busy Nurses and Patient Care Technicians. Having this terminal degree enables me to share my experiences and educate new Nurses. It has also prepared me to facilitate and manage complex organizational change to improve the safety and care delivery processes our Patients receive.

CHASTITY WARREN, DNP, MSN/ED, RN, CCRN-K
Nursing Education, Sparrow Hospital
**CARE DELIVERY**

> Evidence-based Practice

**KRISTIN PETERS, RN, BSN, CVN, (left)**
Cardiac Progressive Care, Sparrow Hospital

**LAURA TIMAN, BSN, RN, CCRN, (right)**
NeuroTrauma, ICU, Rapid Response Team, Sparrow Hospital

> Having my bachelor’s in nursing helps me put the pieces together to better provide evidenced-based care.

**JENNIFER BURNS, BSN, RN, CLC, C-EFM**
Labor and Delivery, Sparrow Hospital

**KRISTIN PETERS, RN, BSN, CVN,** (left)
Cardiac Progressive Care, Sparrow Hospital

**LAURA TIMAN, BSN, RN, CCRN,** (right)
NeuroTrauma, ICU, Rapid Response Team, Sparrow Hospital

**JENNIFER BURNS, BSN, RN, CLC, C-EFM**
Labor and Delivery, Sparrow Hospital

**PROFESSIONAL DEVELOPMENT**

**AMANDA POHL, BSN, RN**
Infusion Clinic, Sparrow Ionia

> Having my bachelor’s degree makes me feel thankful that Sparrow invested in me; what a gift!

**MIRANDA STONEMAN**
BSN, RNC, C-EFM
OB Services, Sparrow Hospital

> Having my bachelor’s degree has allowed me to influence future generations of Nurses.

**SARAH DEKOHINCK, BSN, RN**
Cardiac Stepdown, Sparrow Hospital

> Having my bachelor’s in nursing makes me feel accomplished! I am excited to see where my degree will lead me.

**AMANDA POHL, BSN, RN**
Infusion Clinic, Sparrow Ionia

> Having my bachelor’s in nursing makes me feel thankful that Sparrow invested in me; what a gift!
PROFESSIONAL DEVELOPMENT

STEPHANIE RYAN, BSN, RN
Infection Prevention, Sparrow Carson

“Having my bachelor’s in nursing makes me feel that I have extended knowledge to properly care for Patients while in our care.”

PROFESSIONAL DEVELOPMENT

Certified RNs

SHARA HOLMES, RN-BC
Adult Psych, Sparrow Hospital

“Being certified makes me feel more competent in my daily nursing practice and more confident in the nursing care that I provide to our Patients.”

MELISSA DULIC, BSN, RN, PCCN, CCRN
Intensive Care, Sparrow Hospital

“Being certified has equipped me with an advanced knowledge base, allowing me to provide the best possible care to my Patients.”

ASHLEY MEYERS, BSN, RN-BC, PCCN-K
Nursing Education, Sparrow Hospital

“Becoming certified validated my knowledge and skills, but most importantly improved the autonomy of my nursing practice.”
PROFESSIONAL DEVELOPMENT

Certified RNs

I became certified because I wanted to increase my knowledge base to provide better care to my Patients.

LISA PEASE, RN, OCN
Herbert-Herman Cancer Center, Sparrow Hospital

Becoming a Certified Biotherapy/Chemotherapy Oncology Nurse ensures my Patients have a skilled and knowledgeable professional who can address all aspects of their care from beginning to end.

CHERIE HAUETER, RN, OCN
Herbert-Herman Cancer Center, Sparrow Hospital

I became certified because I wanted to increase my knowledge base to provide better care to my Patients.

LISA PEASE, RN, OCN
Herbert-Herman Cancer Center, Sparrow Hospital

Being a certified Nurse makes me feel confident and satisfied in my role as a Critical Care Nurse.

BRITTANY ANDERSON, RN, CCRN-CMC
Cardiac Intensive Care, Sparrow Hospital

Being certified makes me feel confident and satisfied in my role as a Critical Care Nurse.

BRITTANY ANDERSON, RN, CCRN-CMC
Cardiac Intensive Care, Sparrow Hospital

Being a certified Nurse makes me feel a sense of accomplishment to better serve my Patients.

CONNIE PHELPS, RN, CNOR
Operating Room, Sparrow Clinton

Being certified makes me feel empowered both personally and professionally. It holds me accountable and inspires me to do and be better, not just for myself but for my colleagues, students, and Patients.

KRISTIN PETERS, BSN, RN, CVN
Cardiac Progressive Care, Sparrow Hospital
PROFESSIONAL DEVELOPMENT

Back to School

The most exciting thing about going back to school was learning more about the business part of nursing and expanding my knowledge of those areas of the healthcare field.

SANDRA WARD, BSN, RN
Sparrow Medical Group St. Johns

Being certified and going back to school, makes me feel empowered.

MONICA WILSON, BSN, BS, RN, CCRN
Inpatient Rehabilitation
Mary Free Bed at Sparrow

The most exciting thing about going back to school is acquiring new knowledge and skills for future practice.

LUCAS EISELER, BSN, RN
Float Team, Sparrow Hospital

The most exciting thing about going back to school is gaining knowledge and improving myself so I can provide better care for my Patients.

LAURA TIPPS, BSN, RN
Emergency, Sparrow Clinton
PROFESSIONAL DEVELOPMENT

> Back to School

Going back to school to help progress my career has been very challenging and just as equally rewarding. Working towards my MSN-FNP has made me stronger and helped me become a better Nurse.

TYLER GRESHOW, BSN, RN-BC
Surgical Med/Surg, Sparrow Hospital

The most exciting thing about going back to school is gaining knowledge I will need in the future to help my current Patients now. I love to learn, and I am excited about the possibilities that will open for me once my degree is finished.

KYLEE MCKAY, BSN, RN
Cardiac Stepdown, Sparrow Hospital

COLLABORATIVE PRACTICE

> Herbert-Herman Cancer Center

It’s great to have some of the latest technology and exceptional multidisciplinary teams collaborating to provide the best care for our Patients at the Cancer Center!

ALEXIS COOK, BSN, RN-BC
Herbert Herman Cancer Center, Sparrow Hospital
Process Component

EBP & CRITICAL THINKING AT THE BEDSIDE (CLINICAL RNS)

Having my bachelor’s in nursing means I am better prepared to lead.

AMY CARPENTER, BSN, RN, CCRN
Nursing Education, Mary Free Bed at Sparrow

Primary Outcomes Component

> 2018 Sparrow Hospital

CAUTI rate = 0.601
Fall rate = 0.348
Pressure injury rate = 1.44%

Strategic Outcomes Component

> 2018 Sparrow Hospital

BSN or higher rate = 51%
Frontline certification rate = 32%
Strategic Outcomes Component

NATIONAL LEADER IN QUALITY & PATIENT EXPERIENCE

> Sparrow Carson

We received SEVEN 5-Star Patient experience awards from PRC:

- 5-Star performance Emergency Department for Overall Quality of Care
- 5-Star performance Inpatient ICU/Med Surg Overall Hospital Rating (HCAHPS) — Unit Specific
- 5-Star performance Inpatient Overall Hospital Rating (HCAHPS) — All Inpatient Units
- 5-Star performance Inpatient HCAHPS — Care Transitions
- 5-Star performance Inpatient HCAHPS — Communication about Mediations
- 5-Star performance Inpatient HCAHPS — Discharge Information
- 5-Star performance Inpatient HCAHPS — Responsiveness of Staff

Nursing Education INITIATIVES:

ACLS: 100% of Clinical RNs certified on ICU/ms, ED, and Surgical Services

NCI: 100% of Response Team staff certified

> 2018 Women’s Choice Award® for America’s Best Hospitals for Emergency Care

> Hosted the 2nd Annual VIP event called “It Takes a Village”; This event celebrated a Patient’s experience with a positive outcome from a STEMI event. The event highlights ALL of the people who contributed to the Patient’s positive outcome.

> Special Care Unit program implemented on Medical Surgical Floor; Allows for higher acuity Patients to remain closer to home for specialized care; Nurses attending advanced critical care training classes. The program is expected to be fully operational by March 2019.

> Art of the Patient Experience program being taught to expand our “Speak Up” and Patient Satisfaction Improvement initiatives; Our next step after Team STEPPS was introduced.

> Nursing Unit-Based Councils spearheaded fall reduction measures, Severe Sepsis Recognition Training, and instituted a Wellness Center for hospital Caregivers.

> Continued preparation/program development for State Trauma Designation Level IV.

> Achieved 96% Bar Code Scanning for medication compliance.

> Achieved 87% score for participation in the Michigan Surgical Quality Collaborative (MSQC).

> Nursing-led teams developed for Sepsis, Transfers, and Readmission Performance Improvement Teams; Efforts focused on achieving National Standards for the local populace.

> Partnered with local Nursing programs: Davenport University, Baker College, and Montcalm Community College.

> Gained approval for the RN to BSN program; Sparrow tuition assistance to increase our BSN RNs.

> 19% BSN and higher RNs.

> In 2018, Sparrow Carson only had one (1) CAUTI and zero (0) CLABSI.

> Nursing Education instituted the sitter program to increase safety for Patients as well as Caregiver satisfaction.

> Nurse educators collaborated with Lab to implement rapid transfusion protocols.

> Hosted a large community event/picnic with education on what Carson has to offer the Carson City region, as well as Doctors volunteering their time to talk to the community and answer questions.

> Participated with community and schools to give away backpacks, school supplies, and bicycle helmets for kids distributed to Montcalm and Gratiot County schools.

> Implemented new processes using Humi Packs and red totes for transporting dirty instruments to Sterile Processing for the SMG Clinics as well as in the hospital.

> Implemented a new aid in the sterilization process, securing all fingered and ratcheted instruments in an open position for processing.

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> 39% BSN and higher RNs.
20% of SCH Nurses are certified registered Nurses
58% of SCH Nurses have a BSN or higher level
2018 Sparrow Clinton Hospital Nurses completed the application and documentation of SCH’s second Pathway designation.
2018 Top 25% Overall Quality of Care (Emergency Department)
Sparrow Clinton Infusion/Cancer Center hosted the 4th Annual Celebration of Life dinner.
Increased Culture of Safety Climate from 49% to 65%, which is the 86th percentile.
Sparrow Clinton Hospital direct care Nurses presented four poster presentations nationally at the 2018 ANCC Pathway to Excellence conference related to CPR in Schools, Pathway to Excellence as a System, Fall Prevention, and Sustaining Patient Satisfaction in the Emergency Department.
Sparrow Medical Group St. Johns was the first practice in the United States associated with a critical access hospital to earn The Joint Commission’s Gold Seal of Approval® for Primary Care Medical Home (PCMH) Certification. In 2018, the practice became the first to nationally recently as a PCMH.
Sparrow Medical Group St. Johns received the MPRO Governor’s Award of Excellence for diagonal communication. The award recognizes outstanding achievements in improving the quality of health care.
Five-Star HCAHPS Awards, Five-Star = TOP 10%
2018 Top 10% HCAHPS — Overall Hospital Rating (Inpatient)
2018 Top 10% HCAHPS — Responsiveness of Staff (Inpatient)
2018 Top 10% HCAHPS — Communication with Nurses (Inpatient)
2018 Top 10% HCAHPS — Communication about Medications (Inpatient)
2018 Top 10% HCAHPS — Discharge Information (Inpatient)
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Increased Culture of Safety Climate FROM 49% to 65% which is the 86th percentile.
58% of SCH NURSES have a BSN or higher level
Sparrow Clinton
Sparrow Ionia
Received Pathways Designation in April 2018.
Sparrow Ionia has a Four Star CMS Rating.
Sparrow Ionia ED received Governor’s Excellence Award for ED Arrival to Admit and ED Transfer Communication.
SMG Ionia received Governor’s Excellence Awards for Improvement of Heart and Diabetic Management and Governor’s Excellence for Outstanding Achievement in Improving Antibiotic Stewardship: Outpatient Settings.
SMG Saranac Governor’s Excellence for Outstanding Improving Heart Health and Governor’s Excellence for Outstanding Achievement in Improving Antibiotic Stewardship: Outpatient Settings.
SMG Portland received Governor’s Excellence for Outstanding Achievement in Improving Antibiotic Stewardship: Outpatient Settings.
Nurse Sensitive Indicators: Zero CAUTI, Zero CLABSI, and Zero Pressure Ulcers.
54.9% of RNs prepared at the BSN or higher level
Sparrow Ionia RNs performed Accu-checks and blood pressure readings at Ionia Expo.
1. **Certified RNs:** 8%

2. **RNS PREPARED AT BSN or higher level:** 43%

**TOP PERFORMING**

affiliate for Caregiver Engagement survey with 100% participation

Highly Active UBC

Shared governance provides structural support for all nursing work at Sparrow Hospital. It gives Nurses the opportunity to impact and influence the work they do every day through involvement at the unit, hospital, and system levels.

SARAH COLLINS, MSN, RNC-NIC
Regional Neonatal Intensive Care, Sparrow Hospital