All levels of nurses representing the system met in December 2009 for a workday to network and update the nursing strategic plan for the next three years (2010-2013). Nurses discussed past, current and future factors affecting nursing practice, work environment and professional development opportunities.

Key priorities evolved and a task group representing nurses across the system then focused on all the feedback from the workday to develop specific goals and tactics aimed at achieving those objectives. A finalized document outlining the goals and citing measurable actions was shared by Nursing leadership. The major goals in the strategic plan are aligned with the GHS vision and mission and integrated within the Pillars in our Commitment to Excellence. The strategic goals are outlined below:

The Model of Patient Care used by nurses at GHS is based on patient- and family-centered care. The depiction developed by our staff includes hands holding a sunburst supported by a strong foundation. The GHS Vision, Mission, Values, Pillars of Excellence and Philosophy of Nursing are the strong foundation for this model.

Nursing supports this strong foundation by our Commitment to Nursing Excellence through Leadership, Knowledge, Caring and Innovation. Dr. Jean Watson’s Theory of Human Caring incorporates holistic care in a healing environment. The concepts of healing and caring are evident in our model and in our Philosophy of Nursing. We believe that caring is central to the practice of nursing and that nursing care is an integration of knowledge, skills, experience and values. Patient-centered care as defined by the Institute of Medicine is “care that is respectful of and responsive to individual patient’s preferences, needs and values.” The American Hospital Association and Institute for Family-Centered Care support “family-centered care” as an approach to planning, delivery and evaluation of health care that is mutually beneficial to partners leading to better outcomes, including patient and family satisfaction.

- Hands represent the healing-caring environment and human touch as the basis for patient care, which is integrated with the vision, mission, values and nursing philosophy.
- The patient and family are at the center of all we do. Essential members of the patient’s or elder’s life and plan of care are their care partner and/or family members.
- The nurse is closest to the patient as the coordinator of care, utilizing the nursing process. The nurse promotes, advocates for and strives to protect the health, safety and rights of the patient.
- An interdisciplinary care team with professional, caring individuals is integral to care.
- Each of the sunbursts represents factors that impact care and caregivers, including professional and regulatory standards, evidenced-based care, external environments, professional development, shared decision-making and culturally competent care.
Dear Nursing Colleagues:

This report is dedicated to you – the nurses at Greenville Hospital System University Medical Center (GHS) who exemplify GHS’ mission every day through collaborating with others to *heal compassionately, teach innovatively and improve constantly*. We are proud of your ongoing pursuit of excellence!

Spanning October 2009 through September 2010, the report reflects back on many examples of excellence at all levels of the organization. Greenville Hospital System nurses work diligently to improve patient outcomes, interact as a team, use evidence-based practices, embrace new technology that supports high-quality care and serve their community. Our nursing accomplishments during Fiscal Year 2010 are impressive and include showcasing the implementation of new services, opening new units, achieving outstanding outcomes on several nurse-sensitive quality indicators, conducting numerous research studies, advancing academic education and supporting nursing students’ learning in a multitude of clinical sites.

*Reflections of Excellence* also provides the opportunity to recognize the individual professional achievements of many of you. It is an honor to work with such dedicated colleagues. Whatever your role as a nurse – caring for the ill, encouraging wellness, attending to the needs of the most vulnerable members in our community, educating patients or future caregivers – at the core of what you do, you touch peoples’ lives.

Thank you for choosing this caring profession and for selecting GHS as the place you work to impact the lives of this community. And thank you for transforming health care through your commitment to nursing excellence through leadership, knowledge, caring and innovation.
Nursing Accomplishments

Here is a sampling of recent nursing-related accomplishments reflecting Nursing’s ongoing pursuit of excellence.

- RN-specific Morehead survey results for GHS demonstrated high workforce commitment scores when compared with national benchmarks.

- The CRNA (Certified Registered Nurse Anesthetist) program debuted at GHS in January as a satellite site for the Masters in Nurse Anesthesia program at the University of South Carolina School of Medicine. Six nurses were accepted to the first class; three are GHS employees.

- The GHS Nursing Research Council co-sponsored the Eighth Annual Research Symposium, Be a Research “Survivor”: Strategies, Challenges and Rewards. The event took place at the University Center in Greenville.

- NeuroDirect was implemented as part of the Stroke Program for satellite facilities. This telemedicine effort has ER nurses working with a robotic/computerized device to assist the neurologist in rapidly examining potential stroke patients.

- The Infusion Central Admission/Registration Entry (I-CARE) Unit began at Greer Memorial Hospital. Two RNs staff the unit, providing initial assessment and early intervention for patients referred for observation or inpatient admission. Patients are assessed, provided medication and IV fluids as ordered, and may receive PICC insertions.

- A Stem Cell Transplant Unit opened on GMH’s Oncology Unit. Nurses played an integral part in the unit’s design, care delivery model, staff education needs and policy review for the new unit.

- Nursing collaborated with the Pharmacy department on several key initiatives, including reduction of turnaround times for medication delivery, improved PCA documentation and enhanced updating of electronic cabinet (OMNI) stock.

- The Upstate Chapter of the Society for Vascular Nursing hosted its inaugural conference in March.

“Becoming a CRNA has been my goal from the beginning,” said Emily Long, BSN, RN (right). “That this program is offered at Greenville makes it easier for me to achieve that goal.”

(l-r) Audrey Crib, BSN, RN, nurse manager of Greer’s ICU, and Gretchen Stewart, RN, demonstrate I-CARE services.

- Nursing continued to be proactive in attaining All Care measure scores above the national average.

- Unit councils across the system focused on initiatives to improve patient satisfaction, including patient education, increased use of language interpreters, enhanced pain management and frequent rounding.

- 467 RNs are enrolled in academic programs to complete their bachelor’s or master’s degrees in nursing.

- Nurses from various service lines collaborated with Upstate AHEC (Area Health Education Center) to provide certification courses for nurses in their specialty areas of practice, with Pediatrics and Oncology experiencing the highest increase in certifications.

- Nurses from across GHS participated in numerous community events, including conducting health screenings and fairs, staffing first aid stations, distributing vaccines, volunteering at free clinics, taking part in health walks and collecting non-perishables for local food banks.
• GHS nurses played a key role when the system established its first MD360® urgent care facility in Simpsonville. It has proven so successful and patient satisfaction feedback is so high that another facility is slated to open soon.

• Several journal clubs were established on units to review evidence-based practice information and research studies and to provide insight on how to improve practices or to validate that the unit currently follows best practices.

• Nurses are wearing slip-resistant shoes in high-risk areas as part of a pilot program. This successful program is being expanded.

• RNs in the Patient and Family Relations department began a successful initiative with discharge phone calls for all GHS inpatients. They average 80-160 calls daily and have recognized 3,000+ staff members with candy grams thanks to the positive outcomes of these calls. Dubbed the “best five minutes in health care” or the “final hug,” discharge phone calls boost patient satisfaction and outcomes, enhance service recovery, and reduce readmissions and complaints.

• A Charge Nurse Development Program for promoting leadership skills for all charge nurses was introduced.

• Deans/directors of area colleges of nursing met with Nursing leadership and nursing student liaisons to share information, network and collaborate on how to improve learning experiences for all of nursing and how nursing can support students.

• A spring nursing clinical faculty meeting was co-hosted by Nursing leadership from GHS and Shriners Hospitals for Children, Greenville Unit, to review the academic year, provide updated information and plan for the coming year. Collaboration between academics and clinical areas is critical for our future.

• A new on-site Employee Care Center opened. Nurse practitioners provide convenient care for employees who become ill at work or qualify to receive wellness coaching.

• The system-wide decline in hospital-acquired pressure ulcers continued. Focused interventions to prevent skin breakdown, use of skin protocols, and close monitoring by staff and wound care nurses have been key to this reduction.

• Nursing staff at Greer Memorial Hospital are to be commended for their efforts, cooperation and participation in the success of Soarian®, GHS’ new electronic documentation system. Greer was the pilot hospital for this new technology, which supports high-quality patient care.

• A lactation consultant now is on the Greer campus to meet the breastfeeding needs of mothers during outpatient visits, supply equipment rentals and provide lactation education.

• GHS introduced new Standards of Behavior centering on “compassion.” Each letter in the word represents an observable, measurable behavior demonstrating compassion. Several nurses are part of the Standards of Behavior team.

Eighteen posters were displayed during the FISH Festival. The People’s Choice Award for best poster, created by RNs Maggie Phillips and Shelley Brown, went to the Monitored Cardiac Surgery Unit.

• A FISH Festival – Fabulous Ideas and Improvements Start or Support Excellence Here – allowed nurses and teams with nurse members to showcase and share improvement ideas that might be implemented in other areas of the system.
• Nursing leadership advocated for the use of many more webinars and computerized educational offerings.

• An UPLIFT-ing celebration and showcase of posters highlighted the safe patient handling program and the success of UPLIFT (Use Portable Lifts in Facilitating Transfers) in decreasing injuries and associated costs.

• The Nursing Recruitment, Retention and Recognition Council sponsored its first “What Is a Nurse?” contest for elementary schoolchildren in the City of Greenville. Winners were recognized during Nurses Week.

• The Nurse Residency Program curriculum features core content in three critical areas: leadership, patient outcomes and professional role. All new RN graduates at GHS have an opportunity to take part as they transition into professional patient caregivers. More than 110 nurses now have completed this yearlong program.

• Active participation in the system’s hand hygiene program led to compliance rates that far exceeded targets.

• The Direct Care Staff Leadership Series continues to add topics for poster presentations and communication as well as tips for leading a meeting.

• A journaling program began on the High-risk OB Unit to help patients find words for the emotions and anxiety that come with a high-risk pregnancy. High-risk OB patients receive a pen and notebook for their keepsake journals. The journaling program supports GHS’ commitment to excellence through spiritual healing.

• The Patient Referral and Transfer Center marked its first full year of operation with overwhelming success.
Nursing Excellence

Each year, the GHS Nursing Recruitment, Retention and Recognition Council sponsors a “nurse of the year” award in four categories: Inpatient, Outpatient, Specialty Role and Leadership Role.

Candidates are nominated by peers and colleagues. Winners are chosen from a blind review of applicants by the Nursing Recruitment, Retention and Recognition Council based on specific criteria, including promoting and advancing the nursing profession; displaying caring and commitment to patients, families and co-workers; and demonstrating leadership.

Winners are recognized during Nurses Week.

Inpatient: Pam Hart, RN, Post-operative services, Greenville Memorial Hospital. Hart was noted as a role model for her participation in continuing education, committee work, volunteer activities and leadership roles while remaining positive, enthusiastic and compassionate.

Outpatient: Lynn Jacobs, BSN, RN, Center for Health and Occupational Services. Jacobs was recognized for being the “go to” person with her outstanding communication skills, generosity, knowledge and experience.

Specialty: Marilyn Knoblauch, BSN, RN, Infection Control/Staff Development, Hillcrest Memorial Hospital. Knoblauch was lauded for her excellent performance, commitment to learning and involvement in outreach efforts.

Leadership: Shelley Bridges, BSN, RN, Perioperative Administration, Patewood Outpatient Center. Bridges was distinguished for being compassionate, professional, upbeat and encouraging to all.

Awards & Honors

The Palmetto Gold Awards annually recognizes 100 registered nurses in South Carolina who exemplify excellence in nursing practice and commitment to the nursing profession. Nominations are submitted from employers of nurses across a wide variety of healthcare settings. Winners are chosen from a blind review of candidates by a state selection committee.

Recipients are honored at a gala in Columbia. Proceeds from the gala provide scholarships for students attending registered nursing programs in the state. This scholarship fund is administered through the SC Nurses Foundation.

Since its inception in 2002, 57 GHS nurses have received Palmetto Gold Awards! The newest recipients are these nine RNs:

Carol Clark, ADN, RN
Beverly Haines, MNEd, RN
Christopher Haviland, BSN, MS, RN
Bonne Johnson, MSN, RN
Sue McWilliam, BN, MSc(A), MSN, RN

Pamela Reagan-Rice, RN
Kerrie Roberson, BSN, MBA, RN-BC, CMSRN
Ann Shaleuly, BSN, RN
Shannon Sternberg, MSN, RN, CNRN

Palmetto Gold Recipients


The Palmetto Gold Awards annually recognizes 100 registered nurses in South Carolina who exemplify excellence in nursing practice and commitment to the nursing profession. Nominations are submitted from employers of nurses across a wide variety of healthcare settings. Winners are chosen from a blind review of candidates by a state selection committee.

(l-r) Marilyn Knoblauch, BSN, RN; Lynn Jacobs, BSN, RN; and Shelley Bridges, BSN, RN. Inset: Pam Hart, RN.
DAISY Awards

The nationally recognized DAISY Award was recommended for implementation by the Nursing Recruitment, Retention and Recognition Council and became a system-wide award in July 2009. FY2010 marks its first full year of enactment.

This award was established by The DAISY Foundation in memory of J. Patrick Barnes, who died at 33 of an auto-immune disease. The Barnes family was awestruck by the clinical skills, caring and compassion of the nurses who cared for Patrick. They created this award (which stands for Diseases Attacking the Immune System) to say “thank you” to nurses everywhere.

Winners (pictured) are RNs Pat Sitarski, GMH/Medical Renal; Robin Floyd, NGH Emergency Department; Connie Patterson, RCP; Rebecca Berry, UMG Orthopaedics (Surgery Clinic); Chris Simmons, HMH; Judy Major, HMH ICU; Pat Tinsley, RCP; Tammy Evans, Greer Memorial Hospital; Sondra Cudd, Patewood Memorial Hospital; Elizabeth Hudson, Oncology MDC; and Sue Walker, NGH (pictured on cover).

Not pictured are Sparkle Toland, HMH; Mary Ann Hobbs, Inpatient OB/GYN; Ashley Norman, GMH Emergency Department; and Susan Martin, PMH.
The winner of GHS’ hand hygiene slogan campaign was announced July 29. First place went to Angela McElroy, RN, Oncology. Her entry was “Germ Warfare – Join the Battle.” Running a close second was CHAMP (Clean Hands Are My Plan) submitted by Linda Piper, RN, Orthopaedics (pediatric trauma).

Entries were solicited from across the system, with several hundred submissions received. The selection committee included three Nursing representatives: RNs Kristen Hauck, Connie Steed and Sue Boeker. The campaign’s purpose was to increase hand hygiene compliance and educate staff, patients and visitors about the importance of practicing good hand hygiene.

Helping Hands

This award, sponsored by the GHS Infection Prevention Team members, recognizes individuals who have helped move the GHS Infection Prevention Program forward, either by role modeling or helping with and important quality initiative. Nurse winners include Evelyn Pili, RN, HMH ICU.

Ignaz Semmelweis Clean Hands Award

This GHS award honors those who exemplify exceptional hand hygiene. Patricia Flynn, RN, garnered this award for her diligence in reminding physicians to wash their hands when entering and exiting patients’ rooms. Flynn works in the Ortho-Spine Unit at Patwood Memorial Hospital.

Pediatric Caregivers

Each spring during the annual Lots of Little Reasons awards ceremony given by GHS Children’s Hospital, special staff are recognized for providing outstanding pediatric care. Three nurses were selected in 2010: Dava McCarter, Misty Davis and Kelly Turner.

Alumni Achievement

Richard Wilson, MNA, CRNA, a GHS employee and assistant program director for the Masters in Nurse Anesthesia program at USC School of Medicine, received the 2010 Distinguished Master’s Alumni Award from that school’s Alumni Association. This award goes to a master’s graduate at the school for significant accomplishments in his or her field.

Patient Safety Praise

Susan McWilliam, RN, a clinical nurse educator at Hillcrest Memorial Hospital, received the 2010 Caregiver Award, one of four Lewis Blackman Patient Safety Champion Awards. McWilliam was recognized for efforts to educate nurses so that they have the knowledge, skills and clinical support to respond to critical changes in patients. The awards are sponsored by the SC Hospital Association, Health Sciences South Carolina, PHT Services, Ltd. and Mothers Against Medical Error.
AHA Accolade

GHS garnered the Silver Get With the Guidelines™ (GWTG)-Stroke Performance Achievement Award from the American Heart Association®. GWTG’s goal is to help hospitals save lives by optimizing care for patients having coronary artery disease, heart failure and strokes using evidence-based protocols and the latest scientific guidelines. GHS had to demonstrate compliance in the seven GWTG-Stroke Achievement Measures in at least 85 percent of eligible patients during the past year. Pictured are members of the GHS Stroke Advisory Team.

Instructor of the Year

Ademola Salami, CRNA, Anesthesia/GMMC, received the 2009 MUSC Clinical Instructor of the Year for GHS. Each year, members of the graduating class select a certified registered nurse anesthetist who made a significant contribution to their education.

Cancer Champion

Jo Weathers, RN, a certified breast cancer nurse and oncology nurse navigator, received the Susan Eison Spirit Award from the American Cancer Society® for her commitment to the fight against cancer. The annual award honors a long-time volunteer with the society.

Stellar Service

Each month at GHS, three employees are recognized as Stellar Stars for demonstrating their commitment to excellence. In FY 2010, 10 RNs received these “employee of the month” honors and were highlighted in the system’s monthly newspaper: Paula Brown (October); Jennifer Allen, Monique Brown and Ilona Lunguy (February); Norma Johnson (March); Thomas Godfrey (May); Kelli Kubitschek and Delaine Hollingsworth (June); Helen “Casey” Durham (August); and April Brown (September).

In addition, RN Phyllis Nash at Greer Memorial Hospital was honored by her colleagues for having earned 100 stars during her many years of service to the Greer community.

Best & Brightest

Amanda Perkins, NP, Pediatric Endocrinology, was named to the 2010 class of “Greenville First Bank’s Best & Brightest 35 and Under” at an awards event September 28 honoring future leaders.

SC Nursing Conference

Nine groups of GHS nurses shared posters and projects April 30 at the SC Nursing Excellence Conference in Columbia. Two groups garnered top honors in the research category. First place went to RNs Susan Bethel, Cathie Osika Landreth and Sue Seitz for “Building a Keystone for Clinically Driven Research: Nursing Research Fellowship Program.” Second place honors were awarded to RNs Cynthia Trout, Kristen Hauck and Kendra Blackie for “Team STEPPS.”

Top US Hospitals

Greenville Memorial Hospital was ranked among the nation’s top 50 hospitals in US News’ guide to America’s Best Hospitals in Diabetes & Endocrinology, Gastroenterology and Heart & Heart Surgery. It also ranked #5 for lowest rate of readmissions and received a Silver Achievement Award for Coronary Artery Disease/Congestive Heart Failure/Stroke. Thanks to the nursing staff who helped make these honors possible!

Studer Recognition

Patewood Memorial Hospital received the Studer Excellence in Patient Care Award for quietness on the nursing unit. The honor is based on HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scoring. Hillcrest Memorial Hospital’s Emergency Trauma Center also earned the Studer Excellence in Patient Care Award.

Hillcrest Honor

Hillcrest Memorial Hospital garnered the Premier QUEST Top Performer Award for a second straight year. HMH is one of the highest performing hospitals in three areas: cost of care, evidence-based care and mortality. The award recognizes hospitals that demonstrate excellence in quality, efficiency, consistency and patient safety.

Commitment Kudos

GMH, HMH and Marshall I. Pickens Hospital, along with Greer, Patewood and North Greenville campuses, received a 2010 Morehead Apex Award of Distinction. The award recognizes healthcare units that reach and sustain the 90th percentile in employee commitment for 12 months.

Scholarship Winner

Elizabeth Hudson, BSN, RN, OCN, an oncology nurse navigator, received an academic scholarship from the Oncology Nursing Society Foundation. This was her second scholarship from that foundation, having received the first grant in 2006.
Council Achievements

Nursing Research Council

- Co-sponsored the successful Eighth Annual Research Symposium in collaboration with Upstate AHEC, AnMed Health, and Sigma Theta Tau Chapters of Gamma Mu and Mu Rho.

- Evaluated three evidence-based practice models and selected the ACE STAR Model of Knowledge Transformation© for GHS Nursing to adopt.

- Completed an original Delphi study to establish the top five research priorities to integrate with GHS’ Nursing Strategic Plan:
  1. Culture of safety promotion
  2. Healthcare team communication about the patient
  3. Drivers and barriers of professional accountability
  4. Technology and nursing workload
  5. Workplace environment and care delivery

Nursing Performance Improvement (PI) Council

- Showcased quality improvement projects supported by unit councils with reports and poster displays; co-chairs honored these 20 units with certificates for their achievements.

- Engaged in interactive feedback with leaders on 20+ system-wide nursing practice initiatives reported at the council to assess and trend outcomes.

- Continued to support and participate in education on QI vs. research, “Nuts and Bolts of Building a Unit Council,” use of the FOCUS PDCA structure and process for quality improvement, and utilization of unit quality scorecards to monitor priority outcomes affecting patient care and practice at the bedside.
Nursing Diversity Committee

- Explored the opportunity for a project with students at Berea Middle School (GHS “adopted” school) to write an essay, “Why I Want to Be a Nurse,” with a focus on diversity.
- Collaborated with the GHS Department of Diversity to investigate the possibility to take part in the annual Healthcare Equality Index survey.
- Partnered with the Department of Diversity to launch online diversity information and education from the GHSNet page; this resource is called “Cross-cultural Care.”

Nursing Recruitment, Retention and Recognition Council

- Planned and facilitated Nurses Week Activities.
- Organized and implemented activities for National Certified Nurses Day.
- Initiated the Nursing Extern program and reported results of this successful pilot program.
- Recognized extraordinary nurses through DAISY Awards, now in its first full year.
- Analyzed employee perspective results and explored with Human Resources the ability to review exit interview data and make recommendations for improvements.

Nursing Clinical Practice

- Reviewed, redefined and clarified council purpose and scope while redesigning and restructuring two subgroups: Standards and Practice as well as Policy and Procedure.
- Encouraged more bedside nurses to be included in the decision-making process and to assume leadership roles.
- Assigned coaches from the council to assist newer members and to those who are giving presentations.
- Launched a direct e-mail address to the council from the nursing web page to answer clinical practice questions.

Nursing Education Council

- Strengthened the CARE program to include focusing on research, evidence-based practice and participation in journal clubs; showcasing exemplars of performance excellence in clinical practice; and demonstrating leadership at the unit level.
- Collaborated on education of clinical staff on key initiatives such as use of SBAR (Situation-Background-Assessment-Recommendation), reduction of Central Line Acquired Bloodstream Infections (CLABSI), new policies, Blood Conservation Program, Soarian planning/implementation, charge nurse classes, use of the NIH Stroke Scale and imaging safety.
Officers in Professional Organizations

**Allen, Victoria**: Chapter Secretary and Founding Member, American Association of Neuroscience Nurses (Local Chapter)

**Beswick, Sue**: President-elect, American Association of Critical Care Nurses (Upstate Chapter)

**Bethka, Kathy**: Nominating Chair, American Association of Neuroscience Nurses – Neuro Group (SC Upstate Chapter)

**Boeker, Susan**: Board of Directors, Association of Professionals in Infection Control and Epidemiology (Palmetto Chapter)

**Boswell, Mark**: Immediate Past President, Emergency Nurses Association (Foothills Chapter); SC DHEC/EMS Advisory Council, SC Emergency Nurses Association

**Caicedo, Audrey**: President, Infusion Nurses Society (Upstate Chapter)

**Church, Lori**: Board of Directors, Juvenile Diabetes Research Foundation (Western Carolinas Chapter); Glycemic Management Work Group, SC Hospital Association

**Cockrell, Michelle**: Treasurer, American Association of Neuroscience Nurses – Neuro Group (SC Upstate Chapter)

**DeWeese, Anita**: Program Planning Committee, National Convention for the Association of Women's Health, Obstetric and Neonatal Nurses; Program & Services Work Group, Neonatal Resuscitation Program of American Academy of Pediatrics

**Dotson, Grace**: Board of Directors, American Case Management Association (SC Chapter)

**Dutch, Stephanie**: Subcommittee Member, ISE Child/Adolescent Work Group for the American Psychiatric Nursing Association

**Endaya, Ana**: President, American Nephrology Nurses Association (Western Carolina Chapter)

**Griffin, Joyce**: President, American Association of Critical Care Nurses (Upstate Carolina Chapter)

**Haviland, Chris**: Nursing Disciplinary Review Committee, SC Board of Nursing

**Hensley, Brenda**: Marketing and Member Recognition, Society for Vascular Nursing; Treasurer, Society for Vascular Nursing (Upstate Chapter)

**Hudson, Elizabeth**: Ambulatory Office Nursing Special Interest Group Coordinator, Oncology Nursing Society (ONS); Ambulatory Office Nursing Special Interest Group National Editor, ONS; Test Writing Committee, ONS; Speaker Bureau, Novartis Oncology

**Hudson, Karen**: Secretary-Treasurer, National Association of Orthopaedic Nurses (SC Chapter)

**Johnson, Valerie**: Secretary, American Association of Critical Care Nurses (Upstate Chapter)

**Lee-Pittman, Nina**: Immediate Past President, Palmetto Society of Pediatric Nurses

**Macan, Dyanna**: Treasurer, Infusion Nurses Society (Upstate Chapter)

**Mattingly, Catherine**: Chair, SC Nurses Association (SCNA) Advanced Practice Registered Nurses Chapter; Board of Directors, SCNA; SCNA Representative, SC Nurses Foundation; SCNA Delegate, American Nurses Association House of Delegates

**McCormick, Doug**: Regional Advisory Committee, Southeast AIDS Training and Education Center

**Menzel, Linda**: Co-treasurer, American Association of Critical Care Nurses (Upstate Chapter)

**Miller, Linda**: Board Member, American Association of Critical Care Nurses (Upstate Chapter)

**Mitchell, Amber**: President, American Association of Neuroscience Nurses – Neuro Group (SC Upstate Chapter)

**Moody, Carol**: Board Member-at-large, SC Organization of Nurse Leaders; Treasurer-elect, American Association of Critical Care Nurses (Upstate Chapter)

**Moore, Scott**: President-elect and Region 7 Coordinator, MuRho Chapter of Sigma Theta Tau

**Morgan, Cynthia**: President-elect, SC Association of PeriAnesthesia Nurses (Piedmont Chapter)

**Osika Landreth, Catherine**: President, Trauma Association of SC; Level I Trauma Coordinator Representative, Trauma Advisory Council

**Seitz, Sue**: Board of Directors, Association of Perioperative Registered Nurses (Piedmont Chapter)

**Smith, Jan**: Education Committee, SC Association of PeriAnesthesia Nurses

**Sheriff, Sheryll**: Program Chair, American Association of Critical Care Nurses (Upstate chapter)

**Steed, Connie**: Director, Board for Association for Professionals in Infection Control and Epidemiology; National Healthcare Safety Network Steering Work Group, Centers for Disease Control and Prevention; National Advisory Board Surgery Steering Committee, National Quality Forum

**Steele, Sherri**: Secretary, SC Association of PeriAnesthesia Nurses (Piedmont Chapter)

**Sternberg, Shannon**: Vice President, American Association of Neuroscience Nurses – Neuro Group (SC Upstate Chapter)

**Trout, Cynthia Bishop**: President, SC Association of Rehabilitation Nurses

**Walters, Sheila**: Annual Conference Committee, SC Perinatal Association

**Weathers, Jo**: Uplift Breast Cancer Support Group Co-chair, American Cancer Society (Greenville Chapter); Co-founder, Young at Heart Breast Support Group; Co-founder, PINK Breast Support Group

**West, Donna**: President, SC Association of PeriAnesthesia Nurses (Piedmont Chapter); Research and Education Committee, SC Association of PeriAnesthesia Nurses

**White, Suzanne**: Board Member, SC Hospital Association; CNO Steering Council, University HealthSystem Consortium

**Willis, Angela**: Co-treasurer, American Association of Critical Care Nurses (Upstate Chapter)

**Woods, Landace**: President, SC Home Care and Hospice Association

**Zoltowski, Christina**: Nominating Committee, Association of Perioperative Registered Nurses (Piedmont Chapter)

**Note**: This list is not all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.
During the year, nurses communicated through presentations and posters with other healthcare professionals from outside the system. Many GHS nurses conducted research and had their work appear in clinical publications, while others shared their knowledge and skills through leadership roles in professional organizations.

Note: These lists are not all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.

**Publications, Presentations, Posters**

**Ackard, Trudy; Osika Landreth, Cathie; Aiken, Cathy; Alexander, Bethany; Browning, Marisha; Johnson, Mark; Shepard, Danielle; Walters-Bankston, Sheryl:** (poster) “How Clean Is Your COW/WOW?” for Eighth Annual Research Symposium in Greenville.

**Becker, Emily:** (poster) “Implementing a Safe Patient Handling Program Across a Five-campus Hospital System” for SC Nursing Excellence Conference in Columbia.


**Bethel, Susan; Osika Landreth, Cathie; Seitz, Sue:** (poster) “Building a Keystone for Clinically Driven Research: Nursing Research Fellowship Program” for SC Nursing Excellence Conference in Columbia.

**Boeker, Sue:** (presentation) “Hospital Management of the 2009 H1N1 Pandemic” at 2010 16th Annual SC DHEC Epidemiology Conference in Columbia; (presentation) “Infection Control Across the Continuum of Care” for 2009 Rehabilitation Educational Conference in Greenville.


**Davis, Sheila; Negran, Terri:** (poster and presentation) “Collaborative Approach to Patient Rounding on a High-risk Pregnancy Unit” for 17th Annual NC/SC Perinatal Association Conference in Myrtle Beach.

**Dotson, Grace:** (publication) Author: “Daily Flash Rounds Improve Interdepartmental Communication,” February 2010 Case Management Monthly and reprinted in April 2010 Strategies for Nurse Managers as an Innovative Best Practice; (presentation) “Maximizing the Concept of TEAM Toward Goal Achievement” for University HealthSystem Consortium 2010 Performance Excellence Forum in Dallas.

**Gillespie, Tammy:** (poster) “Embolization Procedures” for SC Nursing Excellence Conference in Columbia.

**Haviland, Chris; Parrott, Cynda:** (poster) “Positive Effects of Implementing a Transport Nurse” for SC Nursing Excellence Conference in Columbia.

**Kelly, William; Boeker, Sue; Steed, Connie:** (poster) “Use of Trained Student Volunteers to Assess Adherence to Hand Hygiene Guidelines by Healthcare Workers” at the 2010 International Association for Professionals in Infection Control and Epidemiology Conference in New Orleans.


**Lee-Pittman, Nina; Pulis, Stephanie; Hollingsworth, Lynn:** (poster) “CLABSI Elimination” for SC Nursing Excellence Conference in Columbia.
Lezan, Mary Hellen: (poster) “Re-designing Pre-operative Orthopaedic Patient Preparation for Surgery” for SC Nursing Excellence Conference in Columbia.


McWilliam, Susan: (poster) “Commitments to Keep: Creating an Inpatient Rescue Blueprint” for SC Nursing Excellence Conference in Columbia.

Moody, Carol: (panel presentation) SC Nursing Excellence Conference in Columbia.

Moore, Scott: (poster) “Male Nurse Perceptions of Caring” for Eighth Annual Research Symposium in Greenville.

Phillips, Maggie; Phillips, Chelsea; Seitz, Sue: (poster) “Say What? Effective Methods of Communication to Staff” for Eighth Annual Research Symposium in Greenville.


Steed, Connie; Boeker, Sue; Hauck, Kristen; Hudson, Karen; Combs, Patricia; Larson, Elaine: (poster) “Adaptation of the WHO Hand Hygiene Method for a Large US Healthcare System” for 2010 International Association for Professionals in Infection Control and Epidemiology Conference in New Orleans.


Webb, Tammy; Ali, Lynette; Jennings, Phyllis: (poster) “Hearing the Patient’s Voice: Using HCAHPS, Leader Rounding and Discharge Phone Calls Data to Drive Performance Improvement” for SC Nursing Excellence Conference in Columbia.

Research

Several research activities were in various phases of the process in FY 2010: in development, data collection, approved or completed. We are proud of all our nurse researchers!

“Impact of Telehealth Monitoring on Acute Care Hospitalization Rates, Acute LOS and ER Visits for Patients Receiving Home Health Skilled Nursing Services”: Landace Woods, MSN, RN, Director of Home Health; Susan Snow, BSN, RN, Home Health staff (completed).

“Investigating Communication Barriers in a Culture-changed, Long-term Care Facility”: Sandra Garrett, PhD, Clemson University; Nancy McGrath, BS, RN, The Cottages at Brushy Creek staff (completed).

“Specialized Hospital-based Outpatient CHF Observation Treatment Options Designed and Implemented at GMH”: Judy Riley, BSN, RN, Nurse Manager, Emergency Services (in data collection).

“Observational Study of Compliance With Hand Hygiene Protocol”: Connie Steed, MSN, RN, CIC, Director of GHS Infection Control & Prevention; Sue Boeker, BSN, RN, CIC, Infection Preventionist; Dawn Blackhurst, PhD; William Kelly, MD (in data collection).

“Determination of Nursing Research Priorities: A Delphi Study”: Susan Bethel, MS, RN, Director of Clinical Programs & Research; Sue Seitz, MSN, RN, CNOR, Clinical Specialist, Perioperative Services; Cathie Osika Landreth, MSN, RN, CEN, CCRN, Clinical Specialist, Emergency Services; Lynette Gibson, PhD, RN, University of South Carolina Upstate; John Whitcomb, PhD, RN, Clemson University (completed).

“Nurse-Physician Collaboration: An Emergency Department Perspective”: Rene Galloway, MSN, RN, Emergency Services staff (in data collection).

“Post-occupancy Evaluation of Inpatient Care Units at Multiple Hospital Sites: Patwood Memorial Hospital and Greer Memorial Hospital”: Dina Battisto, PhD, Clemson University; Stephen Verderber, PhD, Clemson University; Sonya Albury-Crandall, PhD, Clemson University; Salley Whitman, Clemson University; Kerrie Roberson, BSN, MBA, RN – Patwood; Jennifer Justus, MSN, RN – Greer (in data collection).

“Pediatric Early Warning Scores Prior to PICU Admission or Code”: Stephanie Pulis, MSN, RN, Clinical Specialist, Pediatrics (in data collection).

“NTICU Nurses Perception of Use of FOUR score vs. Glasgow Coma Scale for Assessing Neuro Patients”: Valerie Johnson, BSN, RN, Clinical Nurse Educator, NTICU; Susan Bethel, MSN, RN, Director; Joyce Griffin, BSN, RN, CCRN Nurse Manager; Leslie Childers, BSN, RN, CCRN, NTICU staff; Nathan Crabtree, BSN, RN, NTICU staff; Erin Fidler, BSN, RN, NTICU staff; Jessica Gable, RN, NTICU staff; Scott Hunt, RN, NTICU staff; Linda Miller, BSN, RN, CCRN, NTICU staff; David Runge, BSN, RN, NTICU staff; Kelly Welch, RN, NTICU staff; Jennifer Weiss, BSN, RN, NTICU staff; Cheryl Quinn, RN, NTICU staff (in data collection).

“Male Nurse Perceptions of Caring”: Scott Moore, BSN, RN, Emergency Services staff (in data collection).

“SEARCH for Diabetes in Youth Study”: Co-investigator Sarah Robbins, BSN, RN, CPN, Clinical Research Nurse (in data collection).

Nursing Extern Program Debuts

On July 22, the GHS Nursing Recruitment, Retention and Recognition Council celebrated the graduation of the first class of 15 student nurse externs. The 12-week program, which began in May, requires full-time commitment. It features one-on-one mentoring, choice of clinical placement and experience in the full continuum of care.

Externs are rising seniors enrolled in a Bachelor of Science in Nursing program. More than 100 students applied for the inaugural class.

Studies show that externships result in increased recruitment and retention rates for new graduates, enhance critical thinking and improve psychomotor skills.
CARE Program

Established in 2005, GHS’ Career Advancement for RN Excellence (CARE) program is a three-tiered professional advancement ladder based on Patricia Benner’s model, “Novice to Expert.” The program encompasses skill acquisition and professional and organizational achievement, and it provides the framework for staff development and evaluation. Application requires a submission of a portfolio of professional accomplishments.

Professional development through this program leads to improved patient care and recognition of nursing staff for excellence at the bedside. The CARE program also supports key nursing initiatives by promoting clinical excellence and employee satisfaction. In 2010, 170 full- or part-time RNs across GHS maintained and/or advanced to Level II or III.

Commitment to Quality: From “Zero to 100” in 10 Examples

- Several units achieved zero nosocomial MRSA infection rates: All units at Roger C. Peace Rehabilitation Hospital, General Pediatric Units 5E and 6E, Pediatrics ICU, both Mother/Baby Units (GMH and Greer), CCU, Hillcrest ICU and Patwood’s Ortho-Spine Unit.

- Using evidence-based practices, the Pediatric ICU achieved a zero VAP rate for the entire year!

- Several units boasted no CLABSI for the year: Med/Surg Unit and ICU at Greer and Hillcrest, Ortho-Spine Unit at Patwood, General Pediatrics on 6E and Women’s Specialty Unit at GMH! At North Greenville Hospital and in the Bryan Neonatal ICU, a zero CLABSI rate was achieved for multiple months.

- Outstanding Roger C. Peace nursing care resulted in orthopaedic, stroke, brain injury and spinal cord injury patients being discharged home following rehabilitation at rates better than national benchmarks.

- The Level III ETC at Greer Memorial Hospital halved the average lag time for chest pain patients from arrival to receipt of an EKG to 2 minutes – better than the state median!

- Women’s Health & Pediatrics nursing leaders emphasized several key quality improvement initiatives. One focus was on preventing returned PKU screens, which now are better than the SC benchmark target. Another focus was the need for pertussis vaccinations: Eligible mothers in OB are provided the vaccinations, and the vaccination rate for new mothers increased by 26%. In addition, infants receiving the Hepatitis B vaccine within 12 hours of birth increased to 93%, surpassing the target goal.

- A research study conducted by Home Health nurses showed statistically favorable results in using Home Health’s telehealth monitoring program for patients and for reducing hospital readmissions.

- Hillcrest Memorial Hospital ranked highest in SC in pneumonia care with a score of 98, as reported by the Centers for Medicare & Medicaid Services.

- Both Mother/Baby Units offered education for Shaken Baby Syndrome to 100% of parents/primary caregivers of newborns before discharge.

- CVICU and Cardiac Monitored Surgery followed protocols for post-op CABG (coronary artery bypass graft) patients and had 100% achievement for control of blood glucose.
GHS’ recently introduced Pillar Awards recognize high performers who are creating a culture of excellence. The first winners of 2010 were the GMH Med/Surg ICU and Coronary Care Unit. A superb effort from frontline staff resulted in greatly reduced VAP rates and recognition with a Quality Pillar Award.

**GHS’ Stroke Advisory Team** earned a Quality Pillar Award for providing stellar care to patients who have had a stroke. GHS is a Joint Commission certified Primary Care Stroke Center.

**The Pediatric Performance Improvement Committee** received a Quality Pillar Award for developing unit-based teams, evidence-based order sets and staff education. Quality and safety issues now can be addressed at the unit level through timely and efficient intervention.

Some of the 36 members of the Pediatric PI Committee.

Armin Meyer, MD, applauds the efforts of GMH’s Med/Surg ICU and CCU.
Community Outreach

Nurses give back to the community in myriad ways, ranging from health screenings and clinic involvement to mission trips and first aid tents. Through their actions, GHS nurses support the system’s vision to transform health care for the benefit of the people and communities we serve. Here are some visual examples of their selflessness and generosity.

Blood pressure checks are provided at many community events. More than 300 such checks were provided on Simpsonville Medical Campus at the “Ask the Doctor” booth during Simpsonville’s Labor Day Festival. Pictured with Stefanie Putnam, MD, are (l-r) RNs Cicely McElrath and Christina Zoltowski.

Nurses staffed a first aid tent at Freedom Weekend Aloft.

(l-r) GHS nurses Sue McWilliam, Jane Ludwig and Marilyn Knoblauch took part in the inaugural SC Nurses Foundation Care Walk.

Ungirdled Truths opened to a full house at Gunter Theatre in downtown Greenville in September. This original one-act play spotlights women’s health issues; a panel discussion with GHS physicians follows. All 12 performers are system employees, with Claudia Jenkins, nurse manager of Greer Memorial Hospital (inset), playing a woman diagnosed with cervical cancer. The play proved so popular that it will continue to be performed throughout 2011.
NICU RNs Lynn Hollingsworth and Bridget Allen volunteer time to offer simulation experiences for high school students interested in health care as part of the system’s new Medical Experience Academy.

Greer Memorial Hospital sponsored the Greater Greer Chamber of Commerce Annual Golf Tournament in November. Celebrating a well-played putt is the GHS team of (l-r) Carol Moody, RN; Beverly Haines, RN; Carol Bish and Bonne Johnson, RN.

The Angel Tree project brings holiday joy to families of pediatric patients in need, thanks to the many gifts supplied by hospital system staff. Nurses have helped support this project for six years.

GHS nurses volunteer many hours performing community education. Here, Shirley Parker, RN, shares information during Activate Upstate.
Each year, hospital staff and families of “graduates” of GHS’ neonatal ICU gather for the NICU Baby Reunion.

GHS received “The Boot” for raising the most money for the March of Dimes® March for Babies event in April – $80,182 (more than twice as much as the previous year)! Two of the many RNs who helped make this award possible are Libby Brissey (second right) and Meg Jewell (center).

During Nurses Week at GMH, the Nursing Recruitment, Retention and Recognition Council sponsored a food drive. This service project was a way for GHS nurses to give back to the community by collecting non-perishable food items.

Nurse volunteers were among those who helped raise more than $305,000 for the Children’s Hospital Radiothon.
Nursing Leadership

White, Suzanne K., BSN, MN, RN, FAAN, FCCM, FAHA, NEA-BC
President, Greenville Memorial Medical Campus; Vice President, Patient Care Services/Chief Nursing Officer

Becker, Kathryn, BSN, MBA, RN, NEA-BC
Associate Chief Nursing Officer; Senior Administrator, Greenville Memorial Medical Campus

Bethel, Susan, BSN, MSN, RN
Director, Nursing Clinical Programs & Research

Corr, Dale, BSN, MBA, RN
Director of Nursing for Surgical Nursing Units, Supplemental Staffing, Patient Transport, Wound Care at Greenville Memorial Hospital

Haines, Beverly, BSN, MNEd, RN
Director, Patient Care Services at Patwood Medical Campus

Johnson, Bonne, BSN, MSN, RN
Director, Patient Care Services at Greer Memorial Medical Campus

Jones, Hunter, PhD, RN, FACHE, NEA-BC
Director, Patient Care Services at North Greenville Hospital–Long Term Acute Care

Meister, Laura, BSN, MSN, RN
Director of Nursing, Children’s Services

Moody, Carol, BSN, MAS, RN, NEA-BC
Director of Nursing, Cardiovascular and Critical Care at Greenville Memorial Hospital

Negron, Terri, BSN, MN, RN, FNP
Director of Nursing, Women’s Services

Nichols, Karen, BSN, RN
Administrator, The Cottages at Brushy Creek

Richter, Sarah, BSN, MSN, RN, CNA-BC, FACHE
Director, Patient Care Services at Hillcrest Memorial Hospital

Rogers, Miriam, EdD, RN, AOCN
Director of Nursing, Oncology Services at Greenville Memorial Medical Campus

Smith, Jan, BSN, MSN, RN, CPAN
Magnet Coordinator

Trout, Cynthia Bishop, BSN, MSN, RN, CRN
Director of Nursing for Greenville Memorial Hospital Medical/Renal/Neuroscience Nursing, Marshall I. Pickens Hospital; Roger C. Peace Rehabilitation Hospital

Vaughn, Eleanor, BSN, MSN, RN
Manager, Nursing Informatics and Special Projects

White, Sarah, BSN, MSN, RN
Director of Nursing, GHS Emergency Services

Woods, Landace, BSN, MSN, RN, BC
Director of Nursing, GHS Home Health Services

Nursing Statistics

Vacancy Rate ................................................................. 1.4%
Turnover Rate ............................................................... 8.1%
Staff RNs ................................................................. 2,469
Nursing Directors and Administrators ............... 19
Nursing Managers ................................................. 73
Nursing Supervisors ................................................... 71
Certified Registered Nurse Anesthetists ............. 101
Clinical Nurse Specialists ........................................... 14
Clinical Nurse Educators .............................................. 27
Nurse Practitioners ....................................................... 80
Total RNs (includes all RNs system-wide) .......... 2,774
Clinical Sites (for placement of nursing students)..... 85
Clinical Nursing Student Encounters ................. 2,600
System Bed Count ..................................................... 1,268

Educational Support & Advancement

- In FY 2010, GHS reimbursed nearly $400,000 to nurses pursuing academic degrees.
- 697 staff were enrolled in nursing programs during FY 2010.
- In addition to formal education, hundreds of GHS nurses participated in lifelong learning and continuing education classes through Upstate AHEC, professional nursing organizations, online courses and webinars.
- Nursing certifications increased to 431; GHS employs 185 more certified nurses now than in 2007.

Highest Degree Earned of Nursing Staff, FY 2010

Diploma ................................................................. 6.5%
Associate ............................................................. 43.7%
Bachelor ............................................................... 33.7%
Master ................................................................. 8.4%
Doctorate ............................................................. <1%
No data ............................................................... 7.2%
Nursing Strategic Plan 2010-2013

All levels of nurses representing the system met in December 2009 for a workday to network and update the nursing strategic plan for the next three years (2010-2013). Nurses discussed past, current and future factors affecting nursing practice, work environment and professional development opportunities.

Key priorities evolved and a task group representing nurses across the system then focused on all the feedback from the workday to develop specific goals and tactics aimed at achieving those objectives. A finalized document outlining the goals and citing measurable actions was shared by Nursing leadership. The major goals in the strategic plan are aligned with the GHS vision and mission and integrated within the Pillars in our Commitment to Excellence. The strategic goals are outlined below:

GHS Vision & Mission

Transform health care for the benefit of the people and communities we serve.
Heal compassionately, Teach innovatively, Improve constantly

Model of Patient Care

The Model of Patient Care used by nurses at GHS is based on patient- and family-centered care. The depiction developed by our staff includes hands holding a sunburst supported by a strong foundation. The GHS Vision, Mission, Values, Pillars of Excellence and Philosophy of Nursing are the strong foundation for this model.

Nursing supports this strong foundation by our Commitment to Nursing Excellence through Leadership, Knowledge, Caring and Innovation. Dr. Jean Watson’s Theory of Human Caring incorporates holistic care in a healing environment. The concepts of healing and caring are evident in our model and in our Philosophy of Nursing. We believe that caring is central to the practice of nursing and that nursing care is an integration of knowledge, skills, experience and values. Patient-centered care as defined by the Institute of Medicine is “care that is respectful of and responsive to individual patient's preferences, needs and values.” The American Hospital Association and Institute for Family-Centered Care support “family-centered care” as an approach to planning, delivery and evaluation of health care that is mutually beneficial to partners leading to better outcomes, including patient and family satisfaction.

- Hands represent the healing-caring environment and human touch as the basis for patient care, which is integrated with the vision, mission, values and nursing philosophy.
- The patient and family are at the center of all we do. Essential members of the patient's or elder’s life and plan of care are their care partner and/or family members.
- The nurse is closest to the patient as the coordinator of care, utilizing the nursing process. The nurse promotes, advocates for and strives to protect the health, safety and rights of the patient.
- An interdisciplinary care team with professional, caring individuals is integral to care.
- Each of the sunbursts represent factors that impact care and caregivers, including professional and regulatory standards, evidenced-based care, external environments, professional development, shared decision-making and culturally competent care.