Nursing Achievements
Fiscal Year 2009

GHS Nursing Vision: Commitment to nursing excellence through knowledge, leadership, caring and innovation
“A Tapestry of Nursing,” a quilt project symbolizing our commitment to nursing excellence, was presented May 7 during Nurses Week 2009. Kathy Becker, associate chief nursing officer, likened the quilt to a tapestry of skill, talent and creativity: “Caring is the golden thread that is woven into each square and into what our nurses do every day,” Becker explained.

The project has resulted in two quilts, with each square representing contributions of individual units, facilities and nursing leadership. One quilt will remain at Greenville Memorial Hospital; the other travels throughout the system's campuses.

Model of Patient Care

The Philosophy of Professional Nursing for Greenville Hospital System University Medical Center (GHS) is based on patient- and family-centered care and the Planetree™ model. Jean Watson's Science of Human Caring is integral to patient- and family-centered care. We believe that caring is central to the practice of nursing and that nursing care is an integration of knowledge, skills, experience and values.

The Nursing vision statement – Commitment to Excellence through Knowledge, Leadership, Caring and Innovation – is the leading assertion for the model of patient care, which is based on our philosophy of professional nursing.

Depiction of the model shows hands holding a sunburst with the foundation being the six pillars of excellence outlining the priorities for strategic alignment with the GHS organization. The six pillars are People, Service, Quality, Finance, Growth and Academics.

- Hands represent the healing-caring environment and human touch as the basis for patient care, which is integrated with the philosophy, mission, vision and values as an integral part of the hands.
- The nucleus in the center of the sunburst is our patient or elder (in our long-term care facility), for which we provide care, and essential member(s) of the patient’s or elder’s family and/or care partner.
- The nurse surrounds the patient and is closest to the patient as the coordinator of care, utilizing the nursing process to provide care that is in the best interest of the patient.
- An interdisciplinary care team communicates with patient, elder, care partner, and family and interacts with all healthcare providers in the provision of care. The interdisciplinary team provides the human touch of healthcare professionals who are integral members of the healing-caring environment.
- The eight sunbursts extending outward of the care team represent guiding principles, standards, resources and the external environment, which influence healing-caring as well as the provision of care.
  - Jean Watson's Science of Human Caring provides the theoretical framework
  - Planetree principles: demystify, humanize, personalize
  - Evidence-based practice
  - Regulatory standards
  - Community: both internal and external
  - Culturally appropriate care
  - Social support/resources available to support patient-centered care
  - Professional standards
Message From Leadership

Dear Nursing Colleagues:

Every year, it is good to look back and reflect on our accomplishments. That is why we are pleased to present you with the 2009 Nursing Achievements report. We believe you will agree it was a busy year but one to be proud of.

We feel fortunate to be able to come to work each day in a place where staff is dedicated to the mission of healing compassionately, teaching innovatively and improving constantly. Greenville Hospital System University Medical Center (GHS) nurses are among the very best in the organization in delivering on all three components of this mission.

This document reports on many accomplishments: our new depiction of our model of patient-centered care, nursing awards, highlights from our Professional Practice Model Councils, and some of the professional and community activities you – our valued team of nurses – participated in this past year.

As we have moved forward with our commitment to excellence, we have seen measurable improvements both in patient satisfaction and in staff satisfaction. Your interdisciplinary efforts have paid off as patient care outcomes have improved. You have proven that you are adaptable to change. Change can be challenging but it also offers opportunities to become better and more successful.

Thank you for your knowledge, leadership, caring and innovation. We are glad to be working together at every level on our system-wide commitment to excellence. Thank you for being a Greenville Hospital System nurse and for providing extraordinary care to the patients and families we care for each day.

Sincerely,

Michael C. Riordan
President and CEO
Greenville Hospital System

Suzanne K. White, BSN, MN, RN, FAAN, FCCM, FAHA, NEA-BC
GHS Vice President, Patient Care Services/CNO

GHS Mission

Transform health care for the benefit of the people and communities we serve.

GHS Vision

Heal compassionately.
Teach innovatively.
Improve constantly.

GHS Values

Our core values are compassion, respect, caring, honesty, integrity and trust.

We live our values through open communication, forward thinking, creativity, continually striving to improve, responsiveness, a willingness to change, education, research and clinical quality.
Nursing Accomplishments

What follows is a sampling of recent nursing-related accomplishments that reflects Nursing’s ongoing pursuit of excellence.

- Safe patient handling equipment rolled out at all facilities while training continues for new units obtaining the equipment.

- GMH’s Rapid Response Team added “Stroke Alerts” to respond to inpatients experiencing stroke symptoms and needing emergent intervention.

- Joint Commission accredited the Stroke Center.

- Specialty OB implemented the use of cell phones for RN staff so that patients could speak with RNs directly.

- GHS’ Chest Pain Center was named among the top 2 percent in the US. The Society for Chest Pain Center’s summation report lauded the STEMI Alert program, with its dedicated nursing staff, for quickly assessing patients exhibiting symptoms of myocardial infarction.

- 1,266 nurses participated in simulation scenarios for learning and competencies.

- The GHS simulation center hired its first RN Clinical Simulation Specialist.

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The first Nurse Residency Program class celebrated graduation August 6.

- The Nurse Residency Program graduated its first class of new graduate RNs.

- Unit-level MD/Nurse Manager quality teams debuted.

- 56 unit-level quality scorecards for monitoring nurse-sensitive indicators were developed or expanded system-wide.

- The DAISY Award recognizing extraordinary nurses debuted at GHS.

- Nurses provided 2,000 H1N1 vaccinations to employees and their families; they also took part in mass respirator fit testing involving 25 sessions for 5,500 employees.

- Hillcrest Memorial Hospital nurses began caring for adolescent patients needing general and orthopaedic surgery.

- Nurses system-wide took part in the successful Joint Commission accreditation survey.

Nurse manager Shannon Wheeler, RN, and pulmonary specialist Azim Surka, MD (both on right), piloted the unit-based team concept, in which their group identified barriers to quality along with solutions to resolve them. The team first tackled reducing catheter-associated urinary tract infections and devised and implemented a program that included refresher training. Within four months, the unit reported no such infections.
• SBAR (Situation-Background-Assessment-Recommendation) is being used to improve hand-off communication and develop new tools.

• Orthopaedic/spine nurses at Patewood Memorial Hospital introduced a medication teaching pamphlet for patient education, which resulted in improved patient satisfaction.

• Nurses at Marshall I. Pickens Hospital opened the Intensive Management Area for patients needing a special therapeutic milieu.

• The Behavioral Urgent Response Team was rolled out on some pilot units at GMH with successful interventions.

• 18 RNs served as adjunct faculty at colleges of nursing.

• 16 RNs presented at the third annual Nursing Research Fellowship program.

• 289 nurses made use of tuition assistance for advancing their education in nursing academic programs.

• “Rounding for Outcomes” activities were implemented for staff and patients, resulting in improved satisfaction scores.

• Home Health nurses celebrated their 25th anniversary with GHS.

• Nursing was a co-sponsor of the seventh annual Nursing Research Conference in September, NCIS … Nursing Clinical Inquiry Strategies.

• Approximately 150 nurses participated in the CARE (Clinical Advancement for RN Excellence) program.

• GHS nurses served as preceptors for 252 nursing students during their senior practicum clinical experiences.

• The Supplemental Staffing Team, which celebrated its 10th anniversary, developed and implemented a Transport Nurse position to facilitate safe patient flow and transport of patients from the ER to critical care/monitored beds or with other internal transfers.

Carolyn Tate, RN, Home Health nursing supervisor, places special emphasis on medication management.

Home Health case manager Lynn Hudson, RN, answers a patient’s medication questions.

Supplemental Staff RNs Kim Putnam and Tim Barrett.

Nurse manager Katie Woodfin, BSN, RN, rounds with a patient.
Awards & Honors

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.

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 it inception in 2002, 49 GHS nurses have received Palmetto Gold Awards! The two newest recipients are 2009 winners Judy Major, BSN, RN, CCRN, Hillcrest Memorial Hospital ICU, and Lori Stephens, BHS, MSN, RN, Nurse Manager, GMH Labor & Delivery.

‘Hometown Hero’

Vanessa Epps, RN, received the 2009 GHS Larry M. Greer Stellar Service Award, presented each year to the employee who best demonstrates outstanding commitment to service excellence.

A charge nurse for the cardiac monitoring unit at GMH, Epps is a valued resource to her co-workers and physicians and is highly regarded for her critical thinking skills and leadership. Patient and family comments note her willingness to make them comfortable and to explain their care in a professional manner.

She is pictured with GHS President and CEO Michael Riordan, who presented Epps with her award.

SC League for Nursing Award for Excellence

The SC League for Nursing presented this noteworthy award to Susan Bethel, MSN, RN, GHS director of Nursing Clinical Programs & Research.
Nursing Excellence Awards

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: Pamela Rice, RN, GMH PACU. Rice was lauded for her outstanding communication with staff and patients.

Outpatient: Kaye Reynolds, RN, Charge Nurse, OB/GYN Center. Reynolds was noted for her collaborative spirit and creativity in her lifelong commitment to medically underserved patients and families.

Specialty: Emily Ohanuka, BSN, RN, CNE, GMH CVICU. Ohanuka was distinguished for being a role model for clinical excellence.

Leadership: Shannon Wheeler, MSN, RN, Nurse Manager, GMH Pulmonary Unit. Wheeler was honored for her recognition of individual talents and frequent initiation of process improvement projects based on staff ideas and suggestions.

Chapter Excellence

Congratulations to the nurses on the Vascular Unit at Greenville Memorial Hospital who were instrumental in organizing the Upstate Chapter of the Society for Vascular Nursing. This chapter received the 2009 national Chapter Award from the Society for Vascular Nursing at the society’s annual meeting in recognition of chapter excellence. Several GHS nurses serve as founding members and officers of this group.

Healthcare Executive Award

Sarah Richter, MSN, RN, NE-BC, FACHE, director of Patient Care Services at Hillcrest Memorial Hospital (HMH), won the Early Career Healthcare Executive Regent’s Award from the American College of Healthcare Executives (ACHE). The award, presented at the SC Hospital Association (SCHA) annual meeting, is one of two awards that ACHE gives statewide. Recipients demonstrate leadership, innovative and creative management, and capability in developing and promoting the growth and stature of their organization in the community.

(l-r) Thornton Kirby, SCHA president and CEO, and John Hales, ACHE regent and CEO, Williamsburg Regional Hospital, with award recipient Sarah Richter.
MLK Diversity Leadership Award at GHS

Hunter Jones, PhD, RN, director of Patient Care Services, North Greenville Hospital–Long Term Acute Care, received the diversity leadership award for his advocacy in increasing the number of GHS bilingual employees. The DON Advisor to the Nursing Diversity Council, Jones also volunteers at Greer’s English as a Second Language program.

Hunter Jones, a double award winner!

Professor of the Year

Hunter Jones, PhD, RN, was named Professor of the Year by West Haven University, an institution based in Riverside, Calif., that specializes in online higher education. Jones received his doctorate in nursing from West Haven and serves as an adjunct professor of Nursing for the school.

Helping Hands Award

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 an important quality initiative.

Four nurse winners were honored in 2009: Rebecca Berry, RN; Christina Burge, BSN, RN, CNE; Charis Johansen, RN; and Shannon Wheeler, MSN, RN.

The nationally recognized DAISY Award was recommended for implementation by the Nursing Recruitment, Retention and Recognition Council and became a new system-wide award.

The 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 and his family. They created this national award (which stands for Diseases Attacking the Immune System) to say “thank you” to nurses everywhere.

The inaugural GHS award went to Sandi Fonville, RN.

Fonville is flanked by her nurse manager, Wanda Foster, BSN, RN (right), of the Coronary Care Unit and colleague Kim Hembree, BSN, RN, who nominated Fonville for her team spirit and attentiveness to patients.

Ignaz Semmelweis Clean Hands Award

This GHS award honors those who exemplify exceptional hand hygiene. Phyllis Nabors, RN, was one of three recipients across the system.
Poster Presentation Winners

Marilyn Knoblauch, BS, RN; Sue Seitz, BSN, MSN, RN; and Patricia McGauly, MN, RN, placed high in the 2009 SC Nursing Excellence Conference poster competition. Second place, research category, went to Knoblauch (pictured left) for “Addressing Nurse Retention While Promoting Safe Patient Handling.” Seitz (middle) garnered first place, best practice category, for “Hypothermia Prevention Preoperatively.” McGauly (right) received fourth place, best practice category, for “Transformational Journey: Designing a Competency Assessment Process Where Frontline Staff Are Behind the Wheel and the Destination Is Success.”

Student Presentation Winners

Second place, research category, went to Knoblauch (left) for “Addressing Nurse Retention While Promoting Safe Patient Handling.” Seitz (middle) garnered first place, best practice category, for “Hypothermia Prevention Preoperatively.” McGauly (right) received fourth place, best practice category, for “Transformational Journey: Designing a Competency Assessment Process Where Frontline Staff Are Behind the Wheel and the Destination Is Success.”

UPLIFT Coach for 2009

An “uplifting” honor for Felicia Leese.

Congratulations to Felicia Leese, RN, NGH–LTAC, for receiving the 2009 GHS UPLIFT Coach of the Year Award for outstanding contributions to the UPLIFT (Use Portable Lifts in Facilitating Transfers) program.

Pediatric Caregivers of the Year

Jennifer Seymour, RN; Hope Mitchell, RN; and Julie Green, RN, were recognized as Caregivers of the Year for their outstanding care for children during the annual Lots of Little Reasons awards ceremony given by GHS Children’s Hospital in the spring.

Stellar Service

Each month at GHS, three employees are recognized as Stellar Stars for demonstrating their commitment to excellence. In FY 2009, 10 RNs received these “employee of the month” honors and were highlighted in the system’s monthly newspaper: Melissa Candler and Rhonda Hupfauer (October); Robin Lowe (November); Christina Claxton, Tina Brooks, Mollie Respass (December); Bill Burt, Laura Hodges, Missy Smith (January); and Sarah Guinn (March).

Alumni Achievement

Meredith Heyde, APRN-BC, received the Alumni Achievement Award from the College of Education and Health Sciences at Sacred Heart University in Connecticut for her activism and clinical excellence.

Scholarship Recipient

Mary Hellen Lezan, BSN, RN, case manager at Patewood Memorial Hospital, received two scholarships. The SC Nurses Foundation Nurses Care scholarship was awarded for graduate studies, and the Institute for Healthcare Improvement grant made it possible for Lezan to attend the group’s national forum in Orlando.

Organ Donations

The US Department of Health & Human Services presented GHS with the Medal of Honor for Organ Donation. This award recognizes the nation’s top hospitals for achieving and sustaining national goals for donation, including a donation rate of 75 percent or more of eligible donors at their facilities. This marks the fifth year that GHS has earned this distinction, thanks largely to the leadership of Joyce Griffin, BSN, RN, CCRN, Neurotrauma ICU nurse manager.
Professional Practice Model

Nursing's Professional Practice Model, formed in 2002, is based on a shared governance philosophy that promotes respectful, collegial interaction and informed decision-making at all levels of nursing – and across disciplines – with regard to quality of care, expertise and professional practice.

Councils were created to encourage nurses to optimize patient outcomes. The model and councils focus on individual accountability and on active participation in bedside care. Those serving on these seven system-wide councils are to be commended for their dedication and hard work to enhance patient care. The top accomplishments for each council follow.

Nursing Research Council

- Co-sponsored the seventh annual Nursing Research Conference with Upstate AHEC (Area Health Education Center), AnMed Health and Gamma Mu chapter of Sigma Theta Tau.
- Offered the third annual Nursing Research Fellowship program and integrated nursing faculty into roles as consultants and/or co-mentors.
- Collaborated with other councils to support evidence-based practice activities.

Nursing Performance Improvement (PI) Council

- Partnered with the Nursing Research Council to present information on the "Nuts and Bolts of Building a Unit Council" for council chairs.
- Developed a PI Project template, posted on the Nursing Web page, to assist staff when presenting PI information to a council.
- Disseminated Unit Quality Improvement information monthly and displayed PI project posters during Nurses Week activities and Professional Nursing Update presentations.
- 40 unit-level PI projects representing all GHS facilities were reported at the council.

Nursing Diversity Council

- Collaborated with GHS Department of Diversity to offer educational sessions for cultural competency to staff members, thereby improving patient care. Also piloted an online Cultural Vision program.
- Recommended that the Department of Diversity provide an online resource addressing lifestyles and cultural diversity to assist staff in caring for a diverse patient population.
- Recognized the nurse recipient of the MLK Diversity Leadership Award.

Note: The above list of teams and committees is not all-inclusive.
Nursing Recruitment, Retention and Recognition Council

- Monitored the Nurse Residency Program for new graduate nurses.
- Planned and facilitated Nurses Week activities, including presentation of Annual Nursing Awards and reception, along with coordination of a service project to collect non-perishable items for local charities.
- Introduced The DAISY Award, given quarterly to extraordinary nurses.
- Proposed a Nursing Extern program, which will launch May 2010.

Nursing Education Council

- Developed a system-wide education initiative in collaboration with Clinical Nurse Specialists/Clinical Nurse Educators to assess new requests for staff education and to measure the effectiveness of the education.
- Updated the annual educational needs assessment via HealthStream®.
- Planned Professional Nursing Update meetings and made them available via DVD. The sessions included “Cultural Competencies” by Kinneil Coltman, GHS Diversity Officer, and “What Keeps You Up at Night?” a panel discussion of experts on legal issues.

Nursing Management Council

- Showcased reports of best practices within the system on patient safety measures, such as safe patient lifting and preventing falls.
- Updated managers on evidence-based initiatives in quality measures such as infection control (handwashing, equipment cleaning, screening for MRSA) and diabetes management.
- Promoted clinical and professional development of staff through programs such as CARE.

Nurse Management Council past, present and future: (l-r) Chairperson-elect Shannon Wheeler, MSN, RN, nurse manager, Pulmonary Nursing; Chairperson Beverly Jameson, RN, nurse manager, Cardiology; and Immediate Past Chairperson Katie Woodfin, BSN, RN, nurse manager, Neuroscience Center.
Officers in Professional Organizations

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

Andrews, Zephany: Chapter Treasurer and Founding Member, American Association of Neuroscience Nurses (Local Chapter)

Beswick, Sue: President, American Association of Critical Care Nurses (Upstate Carolina Chapter)

Boeker, Susan: Nominating Committee, Association of Professionals in Infection Control and Epidemiology (Palmetto Chapter)

Boswell, Mark: Immediate Past President, Emergency Nurses Association (Foothills Chapter); Representative, South Carolina EMS Advisory Council for the Emergency Nurses Association

Caicedo, Audrey: President-elect, Upstate Chapter of Infusion Nurses Society

DeWese, 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

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

Ernest, Karen: Board of Directors, Association of Perioperative Registered Nurses (Piedmont Chapter)

Griffin, Joyce: President-elect, American Association of Critical Care Nurses (Upstate Chapter)

Haviland, Chris: Nursing Disciplinary Review Committee, South Carolina Board of Nursing

Hensley, Brenda: Relations Committee, Society for Vascular Nursing; Treasurer, Society for Vascular Nursing (Upstate Chapter)

Hudson, Karen: Chapter Officer, National Association of Orthopaedic Nurses

Jones, Hunter: Nominating Committee, American Assembly for Men in Nursing

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

Macan, Dyanna: Treasurer, Upstate Chapter of Infusion Nurses Society

Maxfield, Cynthia: Secretary, University of South Carolina Student Nurses’ Association (Greenville Chapter)

McCormick, Doug: Secretary, American Assembly for Men in Nursing (state chapter)

Menzel, Linda: Treasurer, American Association of Critical Care Nurses (Upstate Chapter)

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

Moody, Carol: Board Member-at-large, South Carolina Organization of Nurse Leaders

Osika-Landreth, Catherine: Level I Trauma Center Trauma Nurse Coordinator, Regional Representative of the Trauma Advisory Council

Prashad, Bea: Nominating Committee, Piedmont Chapter of the Association of Perioperative Registered Nurses

Seitz, Sue: Board of Directors, Association of Perioperative Registered Nurses; State Council Secretary, Association of Perioperative Registered Nurses (state chapter)

Smith, Jan: Past President and Board of Directors, local component of Piedmont Association of PeriAnesthesia Nurses; Education Committee, South Carolina Association of PeriAnesthesia Nurses

Steed, Connie: Board of Directors, Association for Professionals in Infection Control and Epidemiology; State Initiatives Chairman, Association for Professionals in Infection Control and Epidemiology (Palmetto Chapter); National Healthcare Safety Network Steering Committee, Centers for Disease Control and Prevention; Advisory Committee, Hospital Infections Disclosure Act for SC DHEC; Education Subcommittee Chair, HIDA for SC DHEC

Trout, Cynthia Bishop: Past President, South Carolina Association of Rehabilitation Nurses

Usry, Gwen: President-elect and Program Committee, Association for Professionals in Infection (Palmetto Chapter) Control and Epidemiology (Palmetto Chapter)

Walters, Sheila: Annual Conference Committee, South Carolina Perinatal Association

Weathers, Jo: Relay for Life Survivorship Committee Chair, American Cancer Society (Greenville Chapter); Uplift Breast Cancer Support Group Co-chair, American Cancer Society (Greenville Chapter)

West, Donna: Board of Directors, South Carolina Association of PeriAnesthesia Nurses (Piedmont District)

White, Suzanne: Board Member, South Carolina Hospital Association; CNO Steering Council, University HealthSystem Consortium

Willis, Angela: Treasurer-elect and Board Member, American Association of Critical Care Nurses (Upstate Chapter)

Woods, Landace: President-elect, South Carolina Home Care and Hospice Association

Note: This list is not intended to be 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. Several 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 intended to be all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.

Publications, Presentations, Posters

**Bennett, Lynn; Foster, Wanda; Mattingly, Catherine; Riley, Judy; Moody, Carol; Sheriff, Sheryl:** (presentation) “Improving PCI Times for STEMI Patients – A Role-focused Approach” for Seventh Annual Research Symposium in Greenville.

**Bethel, Susan:** (presentation) “UPLIFT: A System Approach to Safe Patient Handling” for the University HealthSystem Consortium Quality and Safety Fall Forum in Atlanta, Georgia; (presentation) “Making a Difference” for MuRho Sigma Theta Tau Chapter Induction Ceremony in Spartanburg; (presentation) “Back to the Future: Putting Nursing Research Pieces Together” for Annual Research Conference for Upstate AHEC/MuZeta Sigma Theta Tau Chapter, Lander University, in Greenwood.


**Dotson, Grace:** (presentation) “Using Data to Set Goals and Monitor Performance” for National Institute of Case Management meeting in Boston, Massachusetts.

**Dutch, Stephanie:** (presentation) “Seclusion and Restraint Alternatives,” for Marshall I. Pickens Hospital in Greenville.

**Gambrell, Jackie:** (publication) Author: “Write What You Are Passionate About,” in ONS Connect; “Breast Nurse Navigation” for the SC Mammography Meeting; (presentation) “Breast Cancer in Young African American Women” for Bethlehem Baptist Church in Greenville; (presentation) “The Benefits of a Breast Health Navigator” for GHS Department of OB/GYN Greenville; (presentation) Oncology Nursing Society Biotherapy Course for GHS Hillcrest Memorial Hospital in Simpsonville.

**Gravely, Sherry:** (poster) “Diabetic Education Plans” for SC Nursing Excellence Conference in Columbia.

**Hensley, Brenda:** (poster) “Diabetic Education” for Society for Vascular Nursing meeting in Denver, Colorado; (presentation) “Diabetic Education Plans” for SC Nursing Excellence Conference in Columbia.

**Latchaw, Linda:** (presentation) “Care of the Postoperative Patient” for Upstate AHEC in Greenville.

**Lee-Pittman, Nina:** (poster) “Comfort CamPain” for Society of Pediatric Nurses meeting in Atlanta, Georgia.


Did you know about these ‘advances’?

GHS nurses were featured on the cover of Advance for Nurses magazine not once but twice during FY2009!

The December 15, 2008, cover story highlighted use of the MAC (medication administration check) system in the Mother/Baby Unit at Greenville Memorial Hospital. Titled “Built-in Safety,” the article showcased GHS RNs Claudia Brabham, Laura Hodges, Tammy Woods, Rhonda Hupfauer, Suzanne Davis and Jennifer Smoak. The three-page lead story also included a picture of the unit’s nursing staff.

On June 29, 2009, the cover featured GHS’ nurse-led health and wellness program, which offers a comprehensive array of preventive and disease management services. The lead article referenced RNs Pam Billings, Gina Wallis, Sue Boeker and Emily Becker. It also made special note of UPLIFT, GHS’ minimal-lift program, including a photograph with RNs Shannon Wheeler, Norma Johnson, Sandy Messer, Sherry Gravely and Bobbie Campbell.

Bethel, Susan; Hauck, Kristen; Trout, Cynthia Bishop: (presentation) “Impact of Interdisciplinary Team Training on Safety and Outcomes” for SC Human Research Conference in Greenville.

Susan Bethel

Jackie Gambrell

Jackie Gambrell uses vein-viewing technology to help reduce the number of painful needle sticks.
**McCormick, Doug:** (presentation) “Neuro Infections” for SC Upstate Chapter of AANN’s Neuro Review Course in Greenville; (presentations) “HIV Labs and Clinical Markers” and “OI Prophylaxis” for SEATEC Basics of HIV Medical Management for Newer Clinicians in Atlanta, Georgia; (presentation) “Opportunistic Infections” for Broad River Correctional Facility in Columbia.

**Moody, Carol; Smith, Jan:** (poster) “Career Advancement for RN Excellence (CARE)” for SC Nursing Excellence Conference in Columbia.

**Osika-Landreth, Cathie:** (presentation) “Uncovering the Secrets to Effective Poster Presentation” for Seventh Annual Research Symposium in Greenville.

**Prashad, Bea:** (poster) “Promotion of Patient Safety Starts With the Basics: Clean Hands” for AORN Congress in Chicago, Illinois.

**Rhodes, Bobbie:** (poster) “The H.O.P.E. Institute: Making a Difference for Orthopaedic Surgical Patients Through Education” for Seventh Annual Research Symposium in Greenville.

**Rhodes, Bobbie; Ackard, Trudy:** (presentation) “Standing for Excellence: Center for Frontline Leadership Academy” for Seventh Annual Research Symposium in Greenville.

**Rice, Pamela; Wright, Peggy:** (poster) “Developing Excellence in Leadership at the Delivery Level – Implementing and Cultivating a Magnet Culture” for SC Nursing Excellence Conference in Columbia.

**Seitz, Sue:** (presentation) “How to Develop an Evidence Based Toolkit” for Seventh Annual Research Symposium in Greenville; (presentation) “Bedside CSI: Using Grand Rounds” for Seventh Annual Research Symposium in Greenville.

**Trout, Cynthia Bishop:** (presentation) “New Kids on the Block: Support for New Nurse Managers” for SC Nursing Excellence Conference in Columbia.

**Weathers, Jo:** (presentation) “Breast Cancer Awareness” for City of Greenville, Redemption World Outreach and Mt. Creek Baptist Church.

**White, Suzanne:** (poster) “Giving Patients Choices in Their Visiting Preferences” for University HealthSystem Consortium Conference in Palm Desert, California.

**Woods, Landace; Snow, Susan; Clark, Carol; Andrews, Judy; Nelms, Fay; Jett, Joni:** (poster) “Management of Oral Medications” for Seventh Annual Research Symposium in Greenville.

**Woods, Tammy; Negron, Terri:** (poster) “RIBs – Rooming-in Babies” for SC/NC Perinatal Association Conference in Greensboro, North Carolina.

### Research

Several research activities were in various phases of the process in FY 2009: in development, data collection, approved or completed.

“Impact of Interdisciplinary Team Training on Communication, Outcomes and Team Performance in an Acute Rehabilitation Setting”: Stan Healy, Administrator; Cynthia Bishop Trout, RN, Director; Sue Bethel, RN, Director; Kristen Hauck, RN, Patient Safety Coordinator; Kendra Blackie, RN, Nurse Manager; Valorie Brooks, RN, Staff Nurse; Nancy Wolfe, Manager of Rehab Program (in data collection).

“Nurse Residency Program Project Evaluation Study”: Trudy Ackard, RN, Nurse Residency Coordinator; Deborah Willoughby, PhD, RN, Clemson University; Sue Bethel, RN, Director (ongoing).

“Impact of Telehealth Monitoring on Acute Care Hospitalization Rates, Acute LOS and ER Visits for Patients Receiving Home Health Skilled Nursing Services”: Landace Woods, RN, Director of Home Health; Susan Snow, RN, Staff/Supervisor (in data collection).

“Investigating Communication Barriers in a Culture-changed, Long-term Care Facility”: Sandra Garrett, PhD, Clemson University; Nancy McGrath, RN, Staff at The Cottages at Brushy Creek (in data collection).
"Perceptions of a Shared Governance Model in a Hospital System": Hunter Jones, PhD, RN, Director; Mary Jo Fleischman, RN, Manager; Bonnie Campbell, RN, Clinical Nurse Educator; Jenny Justus, RN, Clinical Nurse Specialist; Sue Bethel, RN, Director (in development, to begin in 2010).

"Determination of Nursing Research Priorities: A Delphi Study": Susan Bethel, RN, Director; Sue Seitz, RN, Clinical Nurse Specialist; Cathie Osika-Landreth, RN, Clinical Nurse Specialist; Lynette Gibson, PhD, RN, University of South Carolina Upstate; John Whitcomb, PhD, RN, Clemson University (developed, to begin in FY 2010).

"Observational Study of Compliance With Hand Hygiene Protocol": Connie Steed, RN, Director; Sue Boeker, RN, Infection Preventionist; Dawn Blackhurst, PhD, Statistician; Bill Kelly, MD, Medical Director (developed, to begin in FY 2010).

"From Simulation to Operation: Engineering Management Interventions for Perioperative Services: HSSC (Health Sciences South Carolina) Proposal": Kevin Taafee, PhD, Clemson University; Lawrence Frendenall, PhD, Clemson University; Nathan Huynh, PhD, University of South Carolina; John Welton, PhD, RN, Medical University of South Carolina; Sue Seitz, RN, Clinical Nurse Specialist (developed, to begin in FY 2010).

"Specialized Hospital-based Outpatient CHF (Congestive Heart Failure) Observation Treatment Options Designed and Implemented at GMH": Janet Craig, DHA, RN, Clemson University; Judy Riley, RN, Nurse Manager (in development).

Educational Advancement

- In FY 2009, GHS reimbursed in excess of $440,000 to nurses pursuing academic degrees.

- 289 GHS staff made use of tuition assistance for nursing in FY 2009; that number is almost double the number receiving education reimbursement in FY 2006.

- Nursing certification increased. GHS employs 165 more certified nurses now than it did in 2007.

Residency Program Debuts for New Graduate RNs

On August 6, the first group of 24 RN residents at GHS completed the one-year Nurse Residency Program. The curriculum was developed by the University HealthSystem Consortium/American Association of Colleges of Nursing’s Postbaccalaureate Nursing Residency Program™ and features core content in three critical areas: leadership, patient outcomes and professional role.

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CNO Suzanne White with a new “graduate.”

Each new RN graduate hired has an opportunity to participate. Researched and recommended by GHS’ Recruitment, Retention and Recognition Nursing Council, the program supports graduates as they transition into their first professional roles as patient caregivers.

This program focuses on research-based practice, patient safety and professional development; it also emphasizes the sharing of experience through cohort groups and resident facilitators. Nurse residents participate in monthly meetings and classes as well as share “tales from the bedside” in a supportive environment with staff nurses, education specialists and other nurse residents.

An important need of new graduates is to gain confidence and grow in knowledge. That’s why the program culminates with residents developing and presenting an evidence-based practice project to their peers and nursing leadership.

Projects included SBAR communication, infection control, ventilator-assisted pneumonia, perioperative and inpatient glycemic control, pressure ulcer prevention, coagulation studies and best practices in medication administration. One project was selected for the poster session at the UHC/AACN Nurse Residency Program/Performance Excellence Spring Forum in March 2010.
Commitment to Quality

Fifty-six quality scorecards for monitoring nurse-sensitive indicators have been developed to track unit-level data on achieving positive patient and clinical outcomes.

Here's an example of positive outcomes when applied in real life to decrease Ventilator-associated Pneumonia (VAP) rates in the GMH Medical/Surgical ICU and Coronary Care Unit (CCU).

A concerted effort on the part of frontline staff drastically reduced VAP rates. Quality improvements for patients were implemented after staff members were educated and motivated to use evidence-based practices such as the following:

- Maintain elevation of the head of the bed at 30 to 45 degrees unless medically contraindicated
- Provide oral care every four hours
- Use an antimicrobial (chlorhexidine) for mouth care twice a day
- Clear oral secretions as needed with a covered tonsil tip suction
- Employ a closed suction system for all ventilator patients
- Utilize a special endotracheal tube to provide continuous suction of subglottic secretions
- Follow proper hand hygiene protocol

As a result, VAP rates dropped dramatically from 2008 through 2009. In fact, the Medical/Surgical ICU reported several consecutive months of zero incidence (see below), and the CCU also attained several months of zero incidence in 2009.

CARE Program

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.

Professional development through the CARE program ultimately leads to improved patient care and recognition of nursing staff for excellence at the bedside. The program additionally supports key nursing initiatives by promoting clinical excellence and employee satisfaction.

Participants in this voluntary, self-directed program must achieve an evaluation score of at least 85 percent on their annual performance as a basic criterion. They also submit a portfolio for approval to the CARE Committee that reflects their professional accomplishments during that year. These accomplishments can include advanced education, certification, professional presentations, process improvement activities, research activities and role as a clinical advisor, preceptor, council/committee member or volunteer.

In 2009, 151 full- or part-time RNs throughout GHS maintained and/or advanced to Level II or III from the previous year through the CARE program.
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 just a few visual examples of their selflessness and generosity.

Blood pressure checks are provided at many community events throughout the year.

Linda Hillman, RN, Oncology Services, was honored for her fundraising efforts on behalf of cancer research. She was presented the Dragon Boat Upstate Most Valuable Paddler Award by Jim Kaltenbach of GHS’ Office of Philanthropy & Partnership and Larry Gluck, MD, medical director of the GHS Cancer Center.

Nurses’ Most Common Community Activities

- Activate Upstate
- Blood drive
- Camp nurse
- Car seat check
- Disaster relief
- First aid tent
- Food drive
- Health ministry
- Health talk
- Health walk
- Health/wellness screening
- Medical clinic
- Military reserves
- Mission work
- Radiothon
- School nurse
- School volunteer
- Scout leader
- Soup kitchen
- Special Olympics
- Toy drive
- Tutor
Simpsonville Medical Campus employees volunteering at GHS Freedom Weekend Aloft included (l-r) Annette Marin, RN; Lance Evans, RN; along with Dennis Burns, campus president; and Debbie Gresham, RN, volunteer coordinator.

Simpsonville Medical Campus hosted the first-aid tent during Freedom Weekend Aloft. Thousands of spectators attended this family-friendly hot-air balloon festival.

With $62,000, GHS was the county’s top fundraising team at the March for Babies® walk. NICU nurse Amanda Fowler was top individual fundraiser.

Melinda Hudson, RN, Community Relations, assists at a free screening during January’s Activate Upstate kickoff.

Hunter Jones, RN, volunteered at the inaugural GHS Swamp Rabbit 5K in Travelers Rest in May.
(l-r) RNs Lance Evans, Betty Bridges, Weylin Brown and Jane Hollifield were among the 25 GHS employees who volunteered at the Scottish Games, which took place at Furman University in June.

Lance Evans instructs Boy Scouts in his spare time.

GHS health screenings benefit hundreds of people annually, such as this one with volunteer Thomas Godfrey, RN.

CNO Suzanne White speaks in Anderson at an Every Woman Lunch & Learn educational event.

MIPH recruited the most participants – 55 – to take part in May’s annual National Alliance on Mental Illness walk.
Perioperative staff members at Cross Creek Surgery Center, many of whom are nurses, took part in the Angel Tree. This project brought holiday joy to 12 area families, including 26 children, thanks to the many gifts supplied by staff.

Nurse volunteers helped raise well more than $210,000 for the Children’s Hospital Radiothon.
Nursing Leadership

White, Suzanne K., BSN, 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; Interim Director of Nursing, Perioperative Services; Senior Administrator, Greenville Memorial Hospital

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

Cain, Carol, BSN, MA, RN
Director, Patient- and Family-centered Care

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

Haines, Beverly J., BSN, MNEd, RN
Director, Patient Care Services at Patewood Medical Campus

Johnson, Bonne T., BSN, MSN, RN
Director, Patient Care Services at Greer Memorial Hospital

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

Meister, Laura A., BSN, MSN, RN
Director of Nursing, Children's Services

Moody, Carol, BSN, MAS, RN, NEA-BC
Director of Nursing, Cardiovascular and Critical Care Services 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 G., BSN, MSN, RN, NE-BC, FACHE
Director, Patient Care Services at Hillcrest Memorial Hospital

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

Smith, Jan, MSN, RN, CPAN
Magnet Coordinator

Trout, Cynthia Bishop, MSN, RN, CRRN
Director of Nursing for Greenville Memorial Hospital Medical Nursing, Marshall I. Pickens Hospital–Behavioral Health, Roger C. Peace Hospital–Rehabilitation

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

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

Woods, Landace, BSN, MSN, RN-BC
Director of Nursing, GHS Home Health & Equipped For Life*

Nursing Statistics

Vacancy Rate ................................................................. 2.4%
Turnover Rate .............................................................. 5.6%
Staff RNs ................................................................. 2,622
Nursing Directors and Administrators .................. 24
Nursing Managers ..................................................... 83
Nursing Supervisors ..................................................... 90
Certified Registered Nurse Anesthetists ................. 85
Clinical Nurse Specialists ......................................... 17
Clinical Nurse Educators .......................................... 15
Total RNs ................................................................. 2,819
Clinical Sites (for placement of nursing students) ..... 85
Clinical Nursing Student Encounters .................. 2,600
System Bed Count ...................................................... 1,268
A Tapestry of Nursing, a quilt project symbolizing our commitment to nursing excellence, was presented May 7 during Nurses Week 2009. Kathy Becker, associate chief nursing officer, likened the quilt to a tapestry of skill, talent and creativity: “Caring is the golden thread that is woven into each square and into what our nurses do every day,” Becker explained.

The project has resulted in two quilts, with each square representing contributions of individual units, facilities and nursing leadership. One quilt will remain at Greenville Memorial Hospital; the other travels throughout the system’s campuses.

Model of Patient Care

The Philosophy of Professional Nursing for Greenville Hospital System University Medical Center (GHS) is based on patient- and family-centered care and the Planetree™ model. Jean Watson’s Science of Human Caring is integral to patient- and family-centered care. We believe that caring is central to the practice of nursing and that nursing care is an integration of knowledge, skills, experience and values.

The Nursing vision statement – Commitment to Excellence through Knowledge, Leadership, Caring and Innovation – is the leading assertion for the model of patient care, which is based on our philosophy of professional nursing.

Depiction of the model shows hands holding a sunburst with the foundation being the six pillars of excellence outlining the priorities for strategic alignment with the GHS organization. The six pillars are People, Service, Quality, Finance, Growth and Academics.

- Hands represent the healing-caring environment and human touch as the basis for patient care, which is integrated with the philosophy, mission, vision and values as an integral part of the hands.
- The nucleus in the center of the sunburst is our patient or elder in our long-term care facility, for which we provide care, and essential member(s) of the patient’s or elder’s family and/or care partner.
- The nurse surrounds the patient and is closest to the patient as the coordinator of care, utilizing the nursing process to provide care that is in the best interest of the patient.
- An interdisciplinary care team communicates with patient, elder, care partner, and family and interacts with all healthcare providers in the provision of care. The interdisciplinary team provides the human touch of healthcare professionals who are integral members of the healing-caring environment.
- The eight sunbursts extending outward of the care team represent guiding principles, standards, resources and the external environment, which influence healing-caring as well as the provision of care.

- Jean Watson’s Science of Human Caring provides the theoretical framework
- Planetree principles: demystify, humanize, personalize
- Evidence-based practice
- Regulatory standards
- Community: both internal and external
- Culturally appropriate care
- Social support/resources available to support patient-centered care
- Professional standards
Nursing Achievements
Fiscal Year 2009

GHS Nursing Vision: Commitment to nursing excellence through knowledge, leadership, caring and innovation