Images of Excellence

Fiscal Year 2015 Nursing Achievements Report
GHS Vision
Transform health care for the benefit of the people and communities we serve.

GHS Mission
Heal compassionately. Teach innovatively. Improve constantly.

GHS Values
Together we serve with integrity, respect, trust and openness.

Nursing Vision
Transform health care by our commitment to nursing excellence through leadership, knowledge, caring and innovation.

On the Cover
Recipients of the GHS 2015 Nursing Excellence Awards pause during a luncheon to take a photo with Michelle Taylor Smith, Vice President, Patient Care Services/Chief Nursing and Experience Officer (front row, fourth from right), and Jan Smith, Professional Practice Coordinator (far right).
From the Chief Nurse Executive

It is with pride that I present the Fiscal Year 2015 Nursing Achievements Report for Greenville Health System (GHS). The 2015 American Nurses Association’s Nurses Week theme, “Ethical Practice, Quality Care,” is alive and well throughout our organization.

This theme aligns well with and parallels our system’s Mission, Vision and Values, in addition to our commitment to Clinical Excellence. It also aligns with the Magnet Model and Human Caring Model. It’s been an exciting year being part of many innovative practice, structure and outcome-based results!

We have completed the first year in our commitment to being a BSN-preferred organization for the primary purpose of enhanced patient outcomes. This commitment proactively addresses the Institute of Medicine & Nursing Workforce goal of an 80% BSN nursing workforce by 2020. GHS Nursing staff commendably embraced this goal with significant and measurable increase in our BSN-prepared staff.

The precious reward of excellent nursing practice is realized in numerous settings throughout the system. Intentional alignment with Transformational Leadership, Professional Practice, Structural Empowerment, Innovative Knowledge and Empirical Outcomes is the daily blueprint for care in our acute, outpatient, office and home settings.

As holistic healers and patient advocates, we embrace the power of influence in our immediate environment and beyond made possible by the tireless support of our physician partners, senior leaders, ancillary departments and others.

I hope you enjoy reading about nursing professionalism and accomplishments at GHS. I am confident it will validate our healthcare system as the organization where nurses wish to practice, patients applaud nursing care, and physicians partner to care for patients and families.

It is my sincere privilege to lead and serve with our greater than 4,000 nurses in the care of our patients, focusing on an optimal experience for those we are privileged to serve and for their respective communities.

Onward and forward!

Michelle Taylor Smith, MSN, RN, NE-BC, FACHE
Vice President, Patient Care Services/Chief Nursing and Experience Officer

Engagement, collaboration and evidence-based practice for high-quality and safe care are the core of nursing at GHS. Examples are reflected in the following:

- Direct Care Nurse Professional Practice Councils at each campus and at the system level
- Formal Magnet Journey launch at two of our campuses
- Advanced Practice Nurse integration in acute care and physician practice settings
- Strategic MD-RN collaborations
- Interdisciplinary committees
- Standardized care protocols
- Structured integration of research development and education
- Centralized nursing education structure
- Formal college and university partnerships for workforce development
Transformational Leadership

Nursing leaders across GHS use their vision, clinical knowledge, influence, and transformational style to lead and support nurses through transitions and other challenges. Leaders advocate for needed resources, encourage innovation and professional development. They work collaboratively in interprofessional teams to transform our organization as we move into the future.

### Nursing Leadership at GHS

**Greenville Health System**
- **Michelle Taylor Smith, MSN, RN, NE-BC, FACHE**  
  Vice President, Patient Care Services/Chief Nursing and Experience Officer

**Greenville Memorial Medical Campus**
- **Lori L. Stanley, DNP, RN, NE-BC**  
  Chief Nursing Officer, Greenville Memorial Medical Campus
- **Carol Moody, BSN, MSA, RN, NE-BC**  
  Associate Chief Nursing Officer  
  Director of Nursing, Cardiac Telemetry Units; House Supervision, Supplemental Staffing Team, Greenville Memorial Hospital
- **Kristi Coker, MSN, RN**  
  Director of Nursing, Children’s Services
- **Joan S. Cox, BSN, MBA, RN**  
  Director of Perioperative Services, Pre-op; OR; PACU
- **Annette Dunphy, MSN, RN, OCN**  
  Director of Nursing, Oncology Services; Renal; Palliative Care; Pulmonary and Oncology/Transplant Units; Dialysis Services; Apheresis Department
- **Wanda Foster, MSN, RN, CCRN**  
  Director of Nursing, Adult Critical Care Services
- **Shawn Kelly, BSN, MHA, RN**  
  Director of Nursing, Emergency Trauma Center; GHS Emergency Services
- **Terri Negron, BSN, MN, RN, FNP**  
  Director of Nursing, GHS Women’s Services-Family Beginnings, The Family Birthplace; Women’s Specialty; Vascular and General Surgery; Women’s Resources; Vascular Access Team; Family Partnership Program
- **Carole Nesmith, MSN, RN**  
  Director of Nursing, Behavioral Health Services

**Greer Medical Campus**
- **Bonne T. Johnson, DNP, RN**  
  Chief Nursing Officer

**Laurens County Medical Campus**
- **W. Kay Swisher, MSN, RNC**  
  Chief Nursing Officer

**North Greenville Medical Campus and Roger C. Peace Rehabilitation Hospital**
- **Marian McVey, MSN, RN**  
  Chief Nursing Officer

**Oconee Memorial Campus**
- **Patricia J. Smith, RN, BSPA, MHRD, NE-C**  
  Chief Nursing Officer

**Patewood Medical Campus**
- **Beverly Haines, BSN, MEd, RN, NE-BC**  
  President/Chief Nursing Officer

**Simpsonville Medical Campus**
- **Shaunda Trotter, MSN, RN**  
  Chief Nursing Officer

**GHS Learning & Development**
- **Terrie Long, MSN, MEd, RN**  
  Director, Learning and Development

**Cynthia Trout, MSN, RN, CRRN**  
Director of Nursing, Neuroscience and Orthopaedic Nursing; Wound Care Program

**Linda Yoder, MBA, DNP, RN**  
Director of Perioperative Services, GI Lab; Cross Creek Surgery Center
Visibility, Accessibility, Communication

GHS nursing leaders support staff as well as patients and families through visibility, accessibility, and open communication. Here are three examples:

System CNO Quarterly Forums
System CNO Michelle Taylor Smith holds quarterly Nursing Forums at each campus. She shares information and uses this time to get to know and receive feedback from direct care staff. During the year, many questions arose; several focused on tuition reimbursement and the Clinical Ladder program for staff nurses. To “close the information loop,” Smith discusses answers and updates to all queries at the next forum, and she also posts them on Nursing’s internal web page.

Leader Rounding
Nursing leaders routinely perform “rounding” with staff members and also with patients and families. Key questions are used to gather information about “What is going well?” and “Is there someone you would like to recognize?” Staff members are asked if they have equipment or other resources they need to perform their jobs.

Answers give leaders an opportunity to recognize high performers, advocate for resources needed by staff and to identify areas for improvement. Attendance at staff and at unit council meetings, use of email, and open-door office hours are other ways leaders are available to communicate with staff members.

CNO Breakfasts at Greenville Memorial Hospital
Lori Stanley, CNO, established a CNO Breakfast Forum at GMH (pictured below) soon after she arrived as the hospital’s chief nursing officer in 2015. This forum provides an additional opportunity for professional clinical nurses to connect with Stanley each month, and RNs from all clinical settings are invited to attend the breakfasts.

Key subjects included clinical practice topics, the nursing work environment at GMH, support for tuition and certification, BSN preparation, shared decision making, and Magnet® concepts that reinforce excellence. Feedback from these monthly meetings, which is provided at the GMH Professional Practice Council and its Nurse Management Council, has been very positive.
Strategic Planning

Our GHS Nursing mission and strategic plan align with the GHS plan and goals to support and improve organizational performance. Our six Pillars of Excellence—People, Service, Quality, Finance, Growth and Academics—serve as the foundation of strategic plans. Nursing leaders, including Professional Practice Council chairpersons from facilities throughout the system, attended an annual retreat to review and revise this important plan.

People

**GHS People Goal:** We work to transform health care.

**Nursing Goal:** Create a culture to transform health care supported by a strong foundation in nursing based on energy, passion and professionalism.

➤ Create and maintain a culture of professional behaviors.
➤ Improve effectiveness of Nursing leaders.
➤ Increase staff engagement to support quality, safety and service.
➤ Support optimal levels of nurses at the bedside.
➤ Recruit increased numbers of BSN, MSN and PhD nurses to achieve the highest level of professionalism.
➤ Retain knowledge and experience of seasoned staff.
➤ Establish a culture of excellence consistent with Magnet®/Pathway to Excellence® standards.

Service

**GHS Service Goal:** Patients and families are the focus of everything we do.

**Nursing Goal:** Transform the environment to empower patients and families to participate in their care and improve the patient experience.

➤ Ensure quality and effectiveness of purposeful rounding.
➤ Improve patient satisfaction at the point of service through relationship-based strategies, GHS COMPASSION Standards and principles of excellence.
➤ Improve patient satisfaction related to discharge planning, ensuring engagement and participation of the patient and family.

Quality

**GHS Quality Goal:** We provide the right care at the right time in the right place.

**Nursing Goal:** Consistently utilize evidence-based practices across the system to improve quality of care and patient outcomes.

➤ Enhance care coordination through collaboration with physicians and other members of the healthcare team across the continuum of care.
➤ Improve quality and outcomes through dissemination of best practice and alignment with evidence-based practice guidelines.
➤ Improve quality through support of internal clinical experts for service lines.
➤ Recognize and support the pivotal role of Nursing in transitions of care and Total Health.
➤ Support a culture of excellence consistent with quality tenets of the Magnet Journey of Excellence and Pathway to Excellence.
Finance

**GHS Finance Goal:** We responsibly direct our resources to support our mission.

**Nursing Goal:** To be leaders and advocates for value-based care and financial stewardship to support our mission.

- Foster an understanding of the future of health care and increase awareness by educating staff about cost of services and resources needed for delivery of care.
- Explore information at all levels of Nursing on the future of health care as it relates to organizational finance.
- Empower staff to advocate and influence quality patient care utilizing exemplary practice standards, decreasing waste and minimizing unnecessary costs.
- Reduce costs, e.g., materials and linen.
- Collaborate with healthcare teams to redesign workflow, models of care, and delivery of care more efficiently to reduce waste and conserve resources.
- Recognize and reward new models of care to achieve quality outcomes and support financial stewardship.

Growth

**GHS Growth Goal:** We develop our system to meet the needs of our communities.

**Nursing Goal:** To establish a culture in which nurses use innovation to develop, lead, and manage new services and processes to meet the needs of our communities through Nursing talent.

- Explore additional opportunities to engage Nursing in community health initiatives, thereby meeting the needs of the community through Nursing talent.
- Ensure Nursing has a voice to influence patient-centered care through membership and involvement in GHS committees, task forces and community boards.
- Increase awareness and respect for nurses and GHS for the many contributions Nursing provides to the community.
- Highlight Nursing excellence as a key component to growth of the system.

Academic

**GHS Academics Goal:** We educate to transform health.

**Nursing Goal:** To be a national leader in educational development, professional growth and competency development in Nursing.

- Enhance staff competency and professionalism through educational opportunities, support for certification and tuition support.
- Exhibit scholarship through performance improvement and research.
- Create a Center for Nursing Education with immersion experiences for all levels of Nursing.
- Enhance clinical experiences for all nursing students and support new graduate nurses.
- Conduct surveys to assess educational needs and other Nursing interests.
Structural Empowerment

Structures, processes, policies and procedures provide a strong base for an innovative environment where professional practice flourishes. Flow of information is multi-directional. Nurses at all levels serve on decision-making bodies that support quality, safety and service.

Staff members are provided opportunities for professional growth and development, and nurses are empowered to accomplish both organizational and personal goals.

Professional Practice Council (PPC) for Shared Decision Making

Tremendous growth and development occurred across GHS within our Nursing Council structure during 2015. This structure provides for input from ALL levels of nursing and supports bi-directional and multi-level communication at each campus/facility and each unit.

Unit chairpersons facilitate unit meetings and connect with other unit leaders during a monthly facility/campus PPC meeting. PPC members are empowered to make decisions about clinical care based on evidence-based practice and supported by policies, procedures, professional standards and regulatory standards.

Facility chairpersons and CNOs represent their facility at the system level’s bimonthly meeting. Facility/campus chairpersons ensure the sharing of information between local and system councils. Meetings focus on quality, safety, service within system goals and how facilities work together to meet these goals.

A Council Toolbox is yet another structure to support our councilor structure and is available on Nursing’s web page.

Greenville Memorial PPC members with CNO Lori Stanley (center front) flanked by advisors Cynthia Trout (l) and Jan Smith.
Fiscal Year 2015 System-level PPC Members

Greenville Health System
CNO Michelle Taylor Smith, MSN, RN, NE-BC, FACHE

Greenville Memorial Medical Campus
CNO Lori Stanley, DNP, RN, NEA-BC
A-CNO Carol Moody, BSN, MSA, RN, NEA-BC
Clinical Nurse Melissa Palmer, BSN, RN, CCRN

Greer Medical Campus
CNO Bonne Johnson, DNP, RN
Clinical Nurse Lori Frost, BSN, RN

Laurens County Medical Campus
CNO Kay Swisher, MSN, RN
Clinical Nurse “Lana” Weisner, BSN, RN

North Greenville Medical Campus and Roger C. Peace Rehabilitation Hospital
CNO Marian McVey, MSN, RN
Clinical Nurse Heather Krinock, BSN, RN

Oconee Medical Campus
CNO Pat Smith, BPS, MHRD, RN, NE-BC
Clinical Nurse Ashley Ball, BSN, RN

Patewood Medical Campus
CNO and President Beverly Haines, BSN, MEd, RN
Clinical Nurse Kelli Gandy, RN

Simpsonville Medical Campus
CNO Shaunda Trotter, MSN, RN
Clinical Nurse Matt DeJong, BSN, RN

TOP LEFT: GMH’s CNO Lori Stanley (left) and DON Cynthia Trout attend GMH’s Orthopaedic Unit Council retreat.

TOP RIGHT: Nicole Ryon, RN, GMH Cath Lab, is a member of the Greenville Memorial Hospital PPC.

ABOVE: Patewood PPC members create boxes for donations to the Julie Valentine Recovery Center. During Nurses Week, they also collect items for the center, which supports recovery for sexual assault and child abuse victims.
Hillcrest’s PPC in Simpsonville took part in a team-building retreat and explored the system’s Conscious Leadership principles.

GI Lab Unit Council at GMH

Professional Practice Council Structure GHS
Committee Highlights 2015

As part of the restructuring of Councilor Structure for Shared Decision Making, some previous councils and sub-councils moved forward with their work and now report to the system-level PPC council.

Nursing Research Committee (NRC)
The Nursing Research Committee co-sponsored the Thirteenth Annual Nursing Research Symposium, *Integrating Research with Action to Promote Health Equity*. It was an enriching day of sharing research and evidence-based practice in posters and podium presentations. We are very proud of our nurse researchers and are continuing to build our nursing research foundation and presence across GHS!

NRC completed a collaborative Delphi Study with Nursing Faculty to identify priorities for nursing research. Sixty-four participants responded to the final survey identifying the top five priorities for development of a research agenda. This successful research project involved three different surveys to finalize the ranking for the top choices. Nurses from all levels at GHS took part as well as college/university faculty from Clemson, USC Upstate, Lander, Greenville Tech and Bob Jones. A collaborative research agenda will be developed based on these priorities. The goal is to develop mutual research projects aligned with GHS priorities and address important clinical inquiry with scientific rigor.

NRC Top Five Priorities
1. Factors affecting patient safety and quality
2. Factors affecting quality of care
3. Staffing
4. Effective patient education
5. Effective communication

Nursing Policy and Procedure (P&P) Committee
- Transitioned P&P committee to the Clinical Practice Specialists Policy and Procedure Task Force
- Made recommendation to purchase and implement Lippincott’s *Nursing Procedures* manual

RNs Susan Bethel (l) and Valorie Brooks stand alongside their poster at the research symposium.
Nurses Collaborate in a Variety of Structures That Support Excellence

In addition to the system, facility and unit-level nursing councils, nurses at GHS assume leadership roles in many interprofessional committees and task forces to enhance quality.

Here are a few examples of these interprofessional teams:

- Sepsis Team
- Code Chill
- CHF Team
- CAUTI Reduction Teams
- CLABSI Reduction Teams
- Pressure Ulcer Prevention Team
- Nursing/Information/Epic Team
- Baby-Friendly Task Force
- Pediatric Asthma Team
- Rapid Response Team
- Simulation Lab Team
- STEMI Team
- Stroke Team/Rapid Response
- Pain Improvement Committee
- Fall Reduction Team
- ICC Rounds Teams
- DVT Prevention Team

TOP: Nurses demonstrate the NRC priority “effective communication” in preparing a bedside shift report.

ABOVE: LCMH’s Valerie Knight, RN, promotes the NRC priority on patient safety when she scans labels.

ABOVE: DAISY winner Angela Huntley, RN, Roger C. Peace Rehabilitation Hospital

BELOW: Nurses at Greer celebrate their hospital’s four Nursing Excellence Award winners.
Taking Action to Reduce CAUTI
(excerpts from the May/June 2015 issue of The View)

An initiative focusing on the appropriate use of Foley catheters has helped GHS achieve reductions in CAUTI (catheter-associated urinary tract infection) rates. Piloted in the Coronary Care Unit at Greenville Memorial Hospital, the initiative then was deployed in other units around the system. This initiative lists specific indications for catheter use and sets a protocol for timely removal.

Members of the interdisciplinary care team are conducting more thorough and frequent assessments of whether patients still need their catheters and are removing catheters that are no longer necessary.

With the new focus on quick removal of unnecessary catheters, some surgeons were concerned that the device might be removed too early. The response was an additional protocol in which post-operative patients who needed the catheter to stay in place longer than 24-48 hours had yellow bands placed around the Foley tubing to let staff know not to remove the catheter without a physician order.

Council Celebrates CAUTI Caregiver

Members of the GMH 3C Unit Council voted to recognize 40-year employee Ray Shaffer, RN, for his compassionate, skilled patient care; easygoing demeanor; and willingness to teach and help. Shaffer is especially well-known for his skill with Foley catheters and respect for his patients’ dignity during this very personal procedure.
Teaching and Role Development

GHS supports continuous professional development in a variety of ways. GHS is a consortium member of Upstate AHEC, which provides an opportunity for many free and significantly reduced-cost programs for all staff. Numerous programs target nurses such as Certification Review courses in several areas. Internal GHS classes with contact hours are available as well. Nurses may use “points” in the Clinical Ladder program for attending educational offerings. In addition, the system offers free meeting space to many nursing organizations for meetings and educational offerings.

Nurses participate in professional development activities that improve knowledge, skills and/or practice in the workplace. Professional development is designed to enhance patient outcomes, improve practice and/or strengthen the professional practice environment.

Clinical Ladder (CARE)

GHS direct care nurses have the opportunity to take part in the Career Advancement for RN Excellence (CARE) program. CARE is a three-tiered professional ladder based on Patricia Benner’s model that provides a structure for professional growth and development.

Professional development ultimately promotes high-quality patient care. The CARE program supports key strategic nursing initiatives by fostering and recognizing clinical excellence and enhancing employee satisfaction.

Participants in this self-directed program individualize their plan to earn points in various ways, including Journal Club involvement, continuing education, certification, professional presentations, performance improvement, nursing research or evidence-based practice projects, and by serving as a preceptor for new staff or for students. Council/committee member and community volunteer activities are other options in the program for obtaining points.
2015 CARE RN Recipients

We are proud of the following RNs who maintained or advanced to Level II or Level III status.

**Level II**

*Greenville Memorial Medical Campus*
- Katherine Aoughtry, Peds
- Chassidy Balentine, NTICU
- Patricia Barlet, Radiology
- Elizabeth Bateman, 6E Peds
- Stephanie Bittner, CCU
- Kimberly Blair Booth, 4C
- Christopher Caruso, 2C
- Gabriela Carvalhal, 6E Peds
- Anna Coban, CVICU
- Sheila Craig, Radiology
- Bethany Dodson, 5F
- Carolyn Gibson, 2D
- Tammy Gillespie, Radiology
- Erica Hauser, MSICU
- Jennifer Herbert, NTICU
- Sara Holiday, NTICU
- Melanie Johnson, PICU
- Lorraine Jones, 6D
- Amanda Kamman, 6E
- Morgan Kelly, CCU
- Lauren Kunkle, 4C
- Nancy Ledford, OR
- Laura Beth Lee, 5D
- Teri Middleton, NTICU
- Cassie Mueller, 4C
- Cynthia Owens, NICU
- Natalie Putnam, ETC
- Lyndsey Stano, PICU
- Doris Tipton, Radiology
- Alicia Watson, OR
- Susan Weninger, OR

*Patwood Medical Campus*
- Kelli Gandy, OR
- LeAnne LeMaster, OR

*Simpsonville Medical Campus*
- Sammy McIntosh, Med/Surg

**Level III**

*Greenville Memorial Medical Campus*
- Kathy Bethka, 2C
- Brenda Brandeis, PICU
- Stephanie Dutch, Behavioral Health
- Risa Leipelt, MSICU
- Jessica Mills, ETC
- Amber Olsen, 2C
- Melissa Palmer, NTICU
- Anna Blythe Plemmons, PICU
- Kate Wessinger, ETC
- Jean Wright, PACU

“Volunteering at the Scottish Games and flu clinics has given me an opportunity to show the community that GHS nurses are involved outside of the hospital setting to improve health care.”

GMH OR nurse Susan Weninger, BSN, RN (CARE participant)
Spotlighting Excellence: Nurse Recognition Awards

Palmetto Gold Nursing Awards
The Palmetto Gold Nurse Recognition and Scholarship Program is a subcommittee of the SC Nurses Foundation that recognizes 100 RNs in our state annually who exemplify excellence in nursing practice and commitment to the nursing profession. Since the program was introduced in 2002, approximately 90 GHS nurses have been named Palmetto Gold winners!

2015 GHS Palmetto Gold Recipients:

Greenville Memorial Hospital
• Sue Boeker, BSN, RN, CIC
• Annette Dunphy, MSN, RN, OCN
• Rhonda Stubbs, MSN, RN

Greer Memorial Hospital
• Debbie Leigher, BSN, RN
• Deidre Nall, RN, IBCLC
• Linda Williams, BSN, MHA, RN

Hillcrest Memorial Hospital
• Brittany Medlin, BSN, RN

Celebrating at the SC Nurses Foundation Palmetto Gold awards in April were (l-r) RNs Annette Dunphy, Rhonda Stubbs, Linda Williams, Debbie Leigher and Brittany Medlin; not shown: Sue Boeker and Deidre Nall.
Nursing Excellence Awards
The Nursing Recognition and Reward Subcommittee of the Professional Practice Council sponsors annual Nursing Excellence Awards. Winners are selected in four categories: Inpatient, Outpatient, Leadership and Specialty Practice.

Nominations of excellent nurses may be submitted by peers and colleagues. A panel of subcommittee members conducts “blind” reviews of the nominations. Examples of how this nurse promotes and advances the profession of nursing; displays caring and commitment to patients, families and co-workers; and demonstrates leadership are reviewed and scored.

The winning RNs are recognized during Nurses Week. Winners receive a certificate of excellence and also a cash reward. We are very proud of our award winners and appreciate the work of PPC in the selection process and supporting recognition celebrations!

Greenville Memorial Medical Campus
Angie McElroy, Beverly Locke, Shannon Sternberg, Beverly Jameson

Greer Medical Campus
Amanda Howard, Barbara Mills, Mandy Thompson, Laura Morris

Laurens County Medical Campus
Sharon Longshore, Cindy Budelmann, Ron Przybyla

North Greenville Medical Campus and Roger C. Peace Rehabilitation Hospital
Austin Caulder, Melissa Marbut, Pamela Capps, Mary McGee

Oconee Medical Campus
Kathie Lynch, Linda Miller, Laura Bachlet

Patewood Medical Campus
Susan Ballew, Kerrie Robertson, Chris Scharf, Kelly Rodriguez

Simpsonville Medical Campus
Valerie Daniels, Donna Kovarick, Megan Smith, Katina Alexander

2015 was a banner year for Nursing Excellence Awards. The number of winners was expanded and supported by Nursing leadership. Winners were selected at all seven GHS medical campuses.

In its first year of participation, the Laurens campus honored three RN recipients: (l-r) Cindy Budelmann, Ron Przybyla and Sharon Longshore. The three are shown with campus CNO Kay Swisher.
Quarterly DAISY (Diseases Attacking the Immune System) Winners

This nationally recognized award was established in memory of J. Patrick Barnes, who died of an auto-immune disease. His family was so impressed by the clinical skills, caring and compassion of the nurses who attended him that they created this award to thank nurses everywhere. At GHS, the DAISY Award is presented to a few select nurses for their extraordinary care to patients. (All RNs below)

Greenville Memorial Hospital
- Jessica Craft, Cardiac Telemetry
- Risa Leipelt, MISCU

Greer Memorial Hospital
- Kimberly Downey, Emergency Department

Hillcrest Memorial Hospital
- Krista West, Perioperative Services

North Greenville Hospital and Roger C. Peace Rehabilitation Hospital
- Angela Huntley, Roger C. Peace Hospital

Other GHS Site
- Nancy Dereng, GHS Care Coordination/Center for Family Medicine
**Good Catches**

The Good Catch Award Program recognizes GHS employees who “catch” a potentially dangerous situation and then act to keep patients safe by reporting near misses or events. Here are RN recipients:

**Greenville Memorial Hospital**

- Tara Lawson, Children’s Emergency Center, discovered an intravenous fluid was different from others in the same bin and removed that fluid.

- Anna Marie Soriano, Family Beginnings, found a discrepancy before administering a medication and took action so her patient received the correct dose.

**Laurens County Memorial Hospital**

- Ashley Richardson thought a potential dosing error had taken place during a Code Stat. Before she administered the insulin, she confirmed the dosage with the physician; the wrong amount had been measured.

**North Greenville Hospital**

- Katey Hiott questioned a medication order for a patient with a history of seizures. The pharmacy confirmed that the drug should not be given to this patient. The order was corrected.

**Stellar Stars**

Stars are recognized in *The View*, GHS’ systemwide newsletter, for those who deliver superior service and demonstrate our Standards of COMPASSION. Stars include these RNs:

**Greenville Memorial Hospital**

- Kimberly Brock, Cardiac Telemetry
- Matt Farnham, Emergency Trauma Center
- Taylor McKeowen, NICU
- Kacey Rogers, Specialty Nursing, Heart Program

**Laurens County Memorial Hospital**

- Marlene McCranie, HeartLife®
**Other Recognitions**

**Employee of the Year**

Elliott Craig, a registered nurse on the Neuro Trauma ICU team at Greenville Memorial Hospital, is the winner of the 2015 Larry M. Greer Stellar Service Award. This honor is presented to the employee best demonstrating stellar service the past year.

Craig has received numerous Stellar Stars from patients, family members and co-workers for his compassion, caring and helpful nature. He began his career with GHS in February 2009 as an RN in the OR at Greer Memorial Hospital. In April 2013, he transferred to Neuro Trauma ICU.

**State APIC Honors**

Connie Steed, MSN, RN, CIC, director of Infection Prevention, and Beth Smith, BSN, RN, were recognized by the state chapter of the Association for Professionals in Infection Control and Epidemiology (APIC) during its annual education conference.

Smith received the Blazing New Trails award. Steed was presented the Infection Preventionist of the Year award. Steed also was selected to present the John E. McGowan Jr. Lectureship, the keynote address for the Georgia Infection Prevention Network’s annual education conference.

**GHS Honors Diversity Leadership**

The 8th Annual Martin Luther King Diversity Award Luncheon celebrates outstanding individuals and departments that support diversity and inclusiveness at GHS.

Melinda Hudson Gillispie, MSN, RN, coordinator of Community Relations, received the Individual Diversity Leadership Award for her work throughout the community to promote awareness of healthcare disparities among minorities.

Melinda Hudson Gillispie displays her award.
Children’s Hospital Group Presents Awards

At its annual celebration in September, the Children’s Hospital Development Council honored seven GHS Caregivers of the Year for their special caring for children and their families.

Two of these caregivers are RNs:

- **Carol Whitten**: Bryan NICU category
- **Gabriela Carvalhal**: Inpatient, PICU and Hematology/Oncology Nursing category

Hand Hygiene Honors

Helping Hands Awards at GMH during Infection Prevention Week went to RNs Angie Bergstrom (l) and Peggy O’Harra for going above and beyond with Ebola emergency preparedness and CVICU hand hygiene.
Officers in Professional Organizations

Officers for SC State Board of Nursing
GHS is well represented in the SC State Board of Nursing!

*Greenville Memorial Hospital*
- Anita DeWeese: Vice Chair, Nursing Standards & Practice Committee
- Carol Moody: President
- Lena Warner: Chair, Nursing Standards & Practice Committee

*Laurens County Memorial Hospital*
- Kay Swisher: Secretary

Officers in Other Professional Organizations

*Cancer Institute*
- Mary Ellen Fisher: Director at Large, Oncology Nursing Society (SC Upstate Chapter)
- Stephanie Hoopes: President, Oncology Nursing Society (SC Upstate Chapter)
- Jo Weathers: Nominating Committee Chair, Oncology Nursing Society (SC Upstate Chapter)

*Greenville Memorial Hospital*
- Sue Beswick: President, American Association of Critical-Care Nurses (Upstate SC Chapter)
- Kathy Bethka: Co-president, American Association of Neuroscience Nurses (SC Upstate Chapter)
- Sue Boeker: Communications Chair, Association for Professionals in Infection Control and Epidemiology (APIC) Palmetto
- Lynette Callahan: Treasurer, American Association of Critical-Care Nurses (Upstate Chapter)
- Anita DeWeese: Advisory Council, Association of Women’s Health, Obstetric and Neonatal Nurses
- Bonnie Garner: President, Emergency Nurses Association (Foothills Chapter); President-elect, SC Emergency Nurses Association
- Brenda Hensley: Treasurer, Society for Vascular Nursing (Upstate Chapter)
- Cathie Osika-Landreth: President, Emergency Nurses Association (Upstate Chapter)
- Natasha Robinson: Education Chair, Association for Professionals in Infection Control and Epidemiology (APIC) Palmetto
- Connie Steed: NHSN Work Steering Group, Centers for Disease Control and Prevention
- Cynthia Trout: President, SC Association of Rehabilitation Nurses
- Donna West: Board of Directors, SC Association of PeriAnesthesia Nurses
Hillcrest Memorial Hospital

• **Karen Ernest**: Secretary, Association of periOperative Registered Nurses (Piedmont Chapter)
• **Helena Williams**: President, SC Association of PeriAnesthesia Nurses (Piedmont District)

North Greenville Hospital and Roger C. Peace Rehabilitation Hospital

• **Chastity Moore**: Treasurer, SC Association of Rehabilitation Nurses
• **Kate Rios**: President Elect, SC Association of Rehabilitation Nurses

GHS nurses are active members in many professional nursing organizations including, but not limited to, these groups:

• American Association of Critical-Care Nurses
• American Association of Hospice & Palliative Care Nurses
• American Association of Neuroscience Nurses
• American College of Nurse Midwives
• American Holistic Nurses Association
• American Nurses Association
• American Nurses Informatics Association
• American Psychiatric Nursing Association
• Association for Professionals in Infection Control and Epidemiology
• Association for Radiologic & Imaging Nursing
• Association of Nurse Executives
• Association of PeriAnesthesia Nurses
• Association of periOperative Registered Nurses
• Association of Rehabilitation Nurses
• Association of Women’s Health, Obstetric and Neonatal Nurses
• Emergency Nurses Association
• International Society of Psychiatric Nurses
• National Association of Pediatric Nurse Practitioners
• Oncology Nursing Society
• Pediatric Nurses Society
• Sigma Theta Tau International Honor Society of Nursing
• Society for Vascular Nursing
• SC Cardiovascular Team State Liaison for the American College of Cardiology
• SC Nurses Association
• SC Perinatal Association
• Upstate Nurse Practitioner Association

*Note: This list may not be all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.*
Nurses in the Community

Nurses across the system serve the GHS mission—heal compassionately, teach innovatively, improve constantly—through gifts of knowledge, caring and community commitment. Here are some examples illustrating this three-part goal.

Heal Compassionately

*Dragon Boat Upstate Festival*

The 2015 fundraising festival took place at Lake Hartwell with over 30 teams paddling to the beat of $380,000. The annual event, which cruised to its ninth year May 2, saw record-breaking support for local cancer research and survivorship programs at the GHS Cancer Institute and the South Carolina Ovarian Cancer Foundation. Nurses serve in a variety of roles to support this activity.

*Hillcrest’s team was in the pink at the Dragon Boat Upstate Festival!*

*March for Babies*

Dozens of nurses and other staff take part in the yearly March for Babies, which benefits newborn babies and parents in the Upstate. With much help from nurses, GHS exceeded its goal of raising $100,000.

*March for Babies*
Camp Sunburst
RNs are among those who participate in Camp Sunburst, an annual bereavement camp for area children in grades 1-6 who have lost a loved one in the last year. This camp is co-coordinated by GHS Hospice of the Foothills, Hospice of the Upstate and Clemson University Outdoor Center.

NICU Reunion
Each year, NICU staff hold a reunion for former patients and their family members. The event is attended by scores of NICU “grads” from across the area who reunite with the nurses and doctors who cared for them.

Food Drive
During Nurses Week, staff adopt projects such as the annual food drive. Supported by Professional Practice Councils, the amount of food collected by nurses in 2015 almost doubled over the previous year. The food was distributed among seven upstate charities. Laurens County Memorial Hospital collected the most items—561 items—with newcomer Oconee Memorial Hospital contributing 265 items!

Well-heeled at Hillcrest
The Med-Surg PPC helped the Simpsonville campus raise over $7,000 for Relay for Life’s fight against cancer. Integral to the fundraising success was a photo booth and Womanless Beauty Pageant.

GMH Professional Practice Council members prepare a meal for nearby Ronald McDonald House during Nurses Week.
Teach Innovatively
Knowledge empowers. That’s why GHS nurses help people in community settings understand how to manage their health in a variety of ways.

Minority Health Summit
The 9th Annual Minority Health Summit was a tremendous success with nearly 2,000 people in attendance. This event seeks to educate and increase awareness of major health disparities disproportionately affecting minorities.

This year’s theme, “Knock Out Heart Disease and Stroke,” delivered a one-two punch. Nurses who volunteered shared information on heart disease and stroke with community members through health assessments, print material and speaker panels.

A community partnership, GHS works with minority leaders, churches and organizations to educate, empower and equip individuals to take control of their health through adopting healthy lifestyles. The summit is overseen by RN Melinda Hudson Gillispie, Community Relations coordinator.

Take a Loved One to the Doctor Day
The 2015 Take a Loved One to the Doctor Day attracted nearly 600 people. Nurses at this annual event provide health education and screenings to the minority community in partnership with WJMJ 107.3 FM.

Prostate Screenings
GHS provided more than 100 free prostate screenings at its Greer, North Greenville and Simpsonville campuses in collaboration with UsToo and Zero–The End of Prostate Cancer (which supports research, education and screenings). RNs assist with this event.

Skin Cancer Awareness
Nurses volunteer for skin cancer screenings and teach people how to decrease their chances of developing this disease. DON Annette Dunphy, who coordinated volunteers for this event, said, “In FY15, 203 individuals were screened. Of those screened, we found a potential of 44 malignant lesions. Individuals were referred to physicians for follow up.”

Upstate Heart Walk
Many nurses, along with other staff, from across the system take part in the annual Upstate Heart Walk. At GHS’ Greer campus, for example, over 50 walkers helped raise $1,239.50 to support heart disease prevention. Fundraising also occurred in the hospital cafeteria, where a healthy dose of heart education was on the menu.
**Stepping Out to Stop Diabetes**
GHS was the presenting sponsor of the American Diabetes Association’s Step Out Walk to Stop Diabetes. The well-attended event raises money to fight diabetes.

The team from Laurens County Memorial Hospital raised awareness and donations totaling over $625 through walking, making bulletin boards and holding bake sales.

At GMH, Pre-op nurses walked to fight diabetes. In addition, GMH’s Pre-op unit raised over $1,000 for diabetes research.

**Time to Talk About Female Cancers**
In October, GHS sponsored It’s Time to Talk About It! This open discussion focused on gynecologic and breast cancer prevention and treatment. Gina Franco, MSN, ANP-C, from the GHS Cancer Institute was part of the seven-member panel.

**Food for Thought**
RN Marlene McCranie offered blood pressure checks and health education at Laurens’ downtown farmers market.
Improve Constantly
From volunteering at events to hosting “drive through” flu clinics, GHS nurses support the right care, at the right time, in the right place.

Safety Drills Lead to Improvements
Healthcare teams across the system engage in drills to help keep the community safe. Practicing and updating protocols improve skills and response times.

At North Greenville, the Shoe Fits
To improve the lives of 25 pediatric patients, North Greenville Hospital staff donated shoes to those in need over the holidays. Nurses and others purchased shoes and collaborated with a pediatric social worker to distribute the footwear.

GHS United Way Campaign Tops $1 Million!
GHS employees contributed over $1 million to the annual GHS United Way Campaign. Nurses play an integral role in amassing this amount.

Radiothon
GHS Children’s Hospital raised nearly $300,000, thanks to community support. Nurses helped raise these funds, which make miracles happen for local pediatric patients.
Mud Runs
Rain made for a challenging, fun and slippery Mud Mania for Hillcrest nurses, the annual family-friendly run sponsored by Hillcrest Memorial Hospital. Proceeds go to the city of Simpsonville to help expand outdoor recreational opportunities.

Another mud run—GHS Battlemud—was sponsored by Laurens Community Memorial Hospital and benefited AMI Kids Piedmont, Family YMCA of Greater Laurens and Main Street Laurens.

Laurens Splash & Dash
The GHS Splash & Dash took place at the Laurens Y for children ages 3-16. Participants compete in a pool swim followed by a cross-country run. This health and wellness event is a fun way to sample multi-sport competition. Nurses volunteer at this event.

Driving Through to Stem the Flu
Each year, nurses administer free vaccinations to hundreds of community residents at the system’s drive-through Flu Shot Clinics.

Raising Awareness to Combat Mental Illness
Many nurses participated in the National Alliance on Mental Illness (NAMI) walk at Furman University in May. The annual event raises awareness and donations to improve mental health and reduce stigma through education, support and leadership. Another fundraiser, which occurred at Greenville Memorial Hospital, involved selling tulips for Mother’s Day.

Thank you for the many hours you give in our shared mission to improve the health and well-being of others!
Exemplary Professional Practice

A Professional Practice Model is an overarching conceptual framework for nurses, nursing care and interdisciplinary care with the patient and family at the center. The Professional Practice Model used by our nurses at GHS is based on patient- and family-centered care.

Professional Practice Model

The depiction developed by our nurses includes hands holding a sunburst. The model incorporates our Nursing Vision: transform health care by our commitment to nursing excellence through leadership, knowledge, caring and innovation.

Nursing Vision: transform health care by our commitment to nursing excellence through leadership, knowledge, caring and innovation.

The concepts of Healing and Caring are evident in our model incorporating holistic care in a healing environment as described in Dr. Jean Watson's Science of Human Caring. 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, delivering and evaluating health care that is mutually beneficial to partners leading to better outcomes, including patient and family satisfaction.

- Our Mission, Vision, Values, Pillars of Excellence, Philosophy of Nursing, Healing and Caring comprise the strong foundation of our model.
- Hands represent human touch as the basis for patient care in a supportive healing-caring environment.
- The patient and family are at the center of all we do. We work collaboratively with the patient/family to develop an individualized plan of care.
- 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 sunburst represents factors that impact patient care and caregivers. Factors include professional and regulatory standards, evidence-based practice, culturally appropriate care, social support and resources. Caregivers develop professionally and are involved in shared decision making through our councils to enhance practice and to improve the practice environment.

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.
Interprofessional Care

GHS nurses assume many leadership roles in collaborative interprofessional teams and activities to improve the quality of care across GHS. Here are several examples.

System Debuts Dual ATLS/ATCN Training

In June, GHS offered its inaugural dual class in Advanced Trauma Life Support (ATLS) and Advanced Trauma Care for Nurses (ATCN). A joint venture between the American College of Surgeons and the Society of Trauma Nurses, doctors and nurses who work together train together. They learn in the same classroom and are teamed for the moulaged victim scenario that is part of their final exam.

The class consisted of incoming Surgery, Orthopaedics and Family Medicine residents, along with nurses from emergency departments and intensive care units at GHS hospitals.

“This class is more of a critical thinking course,” said Debra Kitchens, BSN, RN, CEN, NRP-P, Trauma Program manager for GHS. “It makes you think outside of the box and think about the why’s and how’s.”

Jessica Mills, BSN, RN, CEN, a nurse at Greenville Memorial Hospital, added that the training gave her insight as to the reasoning behind some of the decisions doctors make with trauma patients.

“The class helped me understand the why behind some of our physicians’ orders,” Mills noted. “I feel more prepared to anticipate what a physician might need.”
ICC Rounds Expand Throughout GHS
Interdisciplinary Care Coordination Rounds continue to expand across the system. These rounds help improve communication among all members of our care team, including nurses, pharmacists, therapists, managed care and physicians. Proactive, consistent communication allows each patient’s plan of care to be discussed every day with the most current patient information.

Benefits provided by ICC Rounds include the following:
- Promote safety and improve the quality of patient care
- Enhance patient and family satisfaction
- Boost staff satisfaction
- Increase effective and efficient communication and hand-offs

Blood Decontamination Reduction Project
Not long ago, blood contamination and false positive rates for blood drawn in the Children’s Emergency Center on Greenville Memorial Medical Campus exceeded national benchmarks. Working with the Microbiology lab, members of the Blood Decontamination Reduction Project found that the antimicrobial agent used to clean the skin needed to dry completely to remove bacteria and that avoiding touching the skin afterward would prevent recontamination.

Since that time, contamination rates have dropped dramatically, leading to fewer needlesticks and less anxiety for patients, more timely and accurate test results, and cost savings for the system.
GMH Chest Pain Center Re-accreditation
Greenville Memorial Hospital earned its third Chest Pain Center Accreditation by the Society for Cardiovascular Patient Care. To achieve this distinction, the hospital had to demonstrate expertise and commitment to high-quality patient care, meet or exceed a wide set of stringent criteria and undergo on-site review. GMH is the only hospital in Greenville County to receive this three-year accreditation. Nursing staff members play a tremendous role in these accreditations.

Cancer Institute
The Cancer Institute’s Center for Integrative Oncology and Survivorship was named a Screening Center of Excellence by the Lung Cancer Alliance. Such centers are recognized for providing clear information based on current evidence on who is a candidate for lung cancer screening. They also comply with comprehensive standards based on best practices for controlling screening quality, radiation dose and diagnostic procedures within an experienced, multidisciplinary clinical setting.

Performance Improvement Training
Early in FY15, several GHS participants—including nurses—completed performance improvement training in Work-Out and/or Change Acceleration Process methodologies. Work-Out is a rapid cycle problem-solving method, and Change Acceleration Process is a method for moving through any type of change efficiently and effectively.

Participants then applied their training. At GMH, for instance, projects ranged from improving the timeliness of discharge orders to implementing a new process for heated high-flow oxygen on units 4C, 4D and 2C.
**Stroke Kudos**

GMH earned the Stroke Gold Plus, Target Stroke Elite Plus Award from the American Heart Association/American Stroke Association’s Get with the Guidelines program for its Certified Primary Stroke Center and the stellar care it delivers.

**Vascular Research**

GHS is one of 27 sites participating in the BEST-CLI (Best Endovascular vs. Best Surgical Therapy in Patients with Critical Limb Ischemia) study. Sponsored by the National Institutes of Health in conjunction with the National Heart, Lung and Blood Institute, the study involves patients who have peripheral arterial disease that has caused critical limb ischemia (CLI).

The study seeks to determine the best vascular option for treatment. Patients are randomized to receive either an endovascular procedure (angioplasty with possible stent placement in the leg) or open bypass surgery—both are considered standard of care for CLI. The team consists of nurses and doctors from multiple areas within GHS, including wound care, podiatry, endovascular intervention and traditional vascular surgery.

GHS’ team was recognized in the BEST-CLI study newsletter for enrolling its first participant on its first day of activation.

**Members of the interdisciplinary team who earned the Stroke Gold Plus, Target Stroke Elite Plus Award**

Among those involved in the vascular research study is Study Coordinator Linda Shain, BSN, RN (bottom row, far right).
**Emphasizing the Patient Experience at Laurens**

Early in FY15, 14 LCMH staff members were tapped as Patient Experience Advisors. Their job was to develop a customized Patient Experience program. The team, which included several nurses, gathered information from employees, community members, former patients and families, as well as Press Ganey and HCAPHS reports. Once all information was reviewed and discussed, a curriculum was developed. The next step was to offer more than 30 sessions of this new program to co-workers throughout campus.

**Advisors** (kneeling) Jordan Nabors, RN; (first row, l-r) Maxine Murphy, RN (co-leader); Patti LaRoche; Debra Hill; Teresa Asman (co-leader); Sharon Longshore, RN; April Pittman; Martha Campbell; Jim Cothran; (second row, l-r) Adam Blumer; Stacy Jones; Jessica Jenkins; Dawn Kuykendall, RN; Jennifer Ballard, RN

**Let It Snow**

ED employees at Hillcrest captured a snow moment during inclement weather.
Nursing Achievements in FY15

Nursing achievements across the system are far too numerous to list. Here is a sampling from throughout GHS:

**Systemwide**

*Ebola Education*

As part of a statewide regional referral system addressing Ebola preparedness, GHS implemented extensive protocols to protect staff members and safely treat patients with this disease.

**Highlights**

- Earned accreditation once again from The Joint Commission
- Designated as a Low Volume Transplant Center by Be the Match®, a global leader in bone marrow transplantation operated by the National Marrow Donor Program®; GHS now can provide stem cell transplants for patients with blood cancers who do not have a matching family member
- Celebrated CRNA graduation for those at the Greenville Campus of the USC School of Medicine’s Nurse Anesthesia Program; all five class members received employment offers before graduation
- Honored as a top learning organization by Elearning! Media Group; the Elearning! award program taps the top 100 organizations that embrace collaboration and innovation to become high-performance companies
- Named a top 50 company for diverse managers and women by Diversity MBA Magazine for the fourth year in a row; businesses in this ranking have established programs to create access for women and people of color to move into leadership roles
- Received a gold-level Healthy Workplace Award from LiveWell Greenville for the third year running; the award recognizes companies that promote health and wellness and that empower employees to make positive changes
- Implemented the RN transition program (workforce pipeline)

We believe that caring is central to the practice of nursing and that nursing care is an integration of knowledge, skills, experience and values.
In June, Patewood Medical Campus achieved Pathway to Excellence® designation from the American Nursing Credentialing Center. To earn this distinction, a healthcare organization must successfully undergo a thorough review process that documents foundational quality initiatives creating a positive work environment as defined by nurses and supported by research. These initiatives must be present in facility practices, policies and culture. Designation shows to the public that Patewood nurses know their efforts are supported, and it encourages other nurses to pursue working in this nurturing environment.

**Highlights**

- Recertified by The Joint Commission for Disease Specific Care in Hip/Knee/Shoulder Joint Replacement Programs
- Garnered the Press Ganey Guardian of Excellence Award for reaching the 95th percentile in employee engagement
- Named one of the 52 hospitals with the cleanest patient rooms by Becker’s Hospital Review
- Earned a five-star rating from CMS for patient satisfaction—one of just four hospitals in South Carolina to attain the highest rating
- Received the system’s quarterly Pillar Award for Service

Patewood Memorial Hospital received the system’s quarterly Pillar Award for Service, a result of high patient satisfaction scores for several years.
Greer Memorial Hospital

The Magnet® Journey Begins

In July, Greer Memorial Hospital turned in an application of intent to submit Magnet documents in FY16. Bonne Johnson, DNP, RN, CNO of Greer Memorial Hospital, praised those on the committee for working diligently on written documentation and sources of evidence. The committee held a four-day writing session to develop and prepare items for editing and submission.

Highlights

• Named among the “100 Top Hospitals” in the Small Community Hospitals category by Truven Health Analytics (a national healthcare information and benchmarking organization) for delivering high-quality care and a positive patient experience
• Listed in Becker’s Hospital Review among 100 Great Community Hospitals
• Earned a five-star rating from CMS for patient satisfaction—only four of 55 hospitals in the state earned this highest rating
• Received the Gold Plus Achievement Award from the American Heart Association/American Stroke Association’s Get with the Guidelines program for outstanding stroke care
• Began “Breakfast with the CNO” for nursing staff
• Held its first Quality Fair, with 177 staff in attendance
• Opened an Orthopaedic Surgery Unit

Greer Memorial Hospital received Safe Surgery 2015 Hospital designation—one of just seven hospitals across the state to earn this status.
Oconee Memorial Hospital

Oconee Medical Center Joins GHS

Oconee Medical Center officially joined Greenville Health System at the start of FY15. The hospital’s new name is Oconee Memorial Hospital, and the campus name is Oconee Medical Campus (OMC).

The campus includes the 169-bed hospital, 120-bed Lila Doyle long-term care and rehabilitation center, GHS Cancer Institute, Omni Place physician office complex and headquarters for the local EMS. GHS also has assumed operation of Oconee’s physician network, home health services and its 15-bed Cottingham Hospice House.

Highlights

• Implemented Pera-trend monitors on Med-Surg to continuously monitor patient acuity
• Started Interdisciplinary Care Coordination rounds on Med-Surg units
• Initiated bedside handoff with Nursing and an EMS provider to ensure effective communication
• Collaborated with Dietary staff for “All Hands on Deck,” an initiative allowing all providers to deliver patients’ meals; the initiative dropped delivery time to 10 minutes and bumped Dietary’s overall Press Ganey score to 87 percent
• Celebrated SCHA Zero Harm Award for no acquired bloodstream infections over the last year in the ICU
• Established Professional Practice Councils on all units, with each council completing an improvement project

Posing are 22 of Oconee’s 27 Nursing Excellence Award nominees.
Laurens County Memorial Hospital

Mobile Simulation Lab Rolls In

SimCOACH visited LCMH for three sessions with OB/GYN physicians and staff of the Women’s Life Center. The van is South Carolina’s first mobile simulation lab and one of a few in the nation. Through the SC Birth Outcomes Initiative, the state’s Department of Health and Human Services launched the simulation training to improve health outcomes for mothers and babies. The training focuses on best practices to reduce unnecessary C-sections in first-time, low-risk mothers.

Highlights

- Implemented Alaris IV Pump System
- Initiated interdisciplinary patient education with Pharmacy in two areas: diabetes and with CHF and oral anticoagulants
- Completed Phase I in the journey toward Baby-Friendly Designation
- Boosted NQNDI Survey Participation rate to 81 percent, a 35 percent jump from 2014
- Recognized by The Joint Commission as a MEDITECH EHR (Electronic Health Record) Best Practice Site
- Voted Best Hospital for the 10th straight year in Readers’ Choice contests sponsored by the local newspaper
- Marked the hospital’s 25th anniversary with special events for employees and the community
- Formed the LCMH Readmission Team to facilitate appropriate patent care and education before discharge in hopes of preventing readmissions
- Participated in the downtown farmers market by providing blood pressure checks and health education
North Greenville Hospital/Roger C. Peace Rehabilitation Hospital

Rehab Ventilated Spinal Cord Program Established

Winner of GHS’ quarterly Pillar Award in July was North Greenville Hospital–Long Term Acute Care/Roger C. Peace Rehabilitation Hospital for establishing the state’s only Rehab Ventilated Spinal Cord Program. With the help of doctors, nurses and therapists from both areas, as well as Home Health and Equipped For Life™ personnel, 80 percent of spinal cord injury patients using ventilators now can be weaned from breathing equipment.

Highlights

- Featured in the system’s quarterly Town Hall video for being CLABSI free for three years
- In partnership with Roger C. Peace Rehabilitation Hospital, obtained three-year accreditation from CARF for the hospital’s Spinal Cord Injury Program; accreditation allows the hospital to access state funds to care for patients with traumatic spinal cord injury
- Received the Program Award during the YoungStroke 2015 Inaugural International Conference; this honor recognized Roger C. Peace Rehabilitation Hospital’s Young Stroke Program for innovative and creative alternatives to conventional rehabilitative therapies that use real-life skills and applications

RN Katey Hiott questioned a medication order for a patient with a history of seizures. The pharmacy confirmed that the drug should not be given to this patient, and the order was corrected. For her patient safety efforts, Hiott received the system’s Good Catch Award!
Hillcrest Memorial Hospital

UPLIFティング News

The 2015 UPLIFT Coach of the Year is Matthew DeJong, RN, of Hillcrest Memorial Hospital. His nomination stated, “Matthew is dedicated to educating staff and all employees in the safety and use of UPLIFT equipment. Matthew uses a motivational approach in teaching the why of using the equipment. He is a role model not only for Nursing but also for UPLIFT coaching.”

This successful patient safety program continues to reduce clinical turnover, having decreased staff injury by 81 percent and costs associated with those injuries by 95 percent systemwide.

Highlights

• Implemented daily huddles on the Med-Surg Unit
• Reached Meaningful Use target in the inpatient unit, resulting in huge cost savings for the hospital
• Raised over $7,000 for Relay for Life with help from the hospital’s Professional Practice Council

Hillcrest staff congratulate Matthew DeJong on his award, presented by Heather Mayer, BSN, RN, UPLIFT facilitator. UPLIFT stands for Use Portable Lifts in Facilitating Transfers.

During Nurses Week, Hillcrest Memorial Hospital management showed their appreciation for ED staff by providing a donut celebration.
Greenville Memorial Hospital

New Chief Nursing Officer at GMH

Lori Stanley, DNP, RN, NEA-BC (pictured), joined the GHS family in April. Stanley is highly visible, very supportive of direct care staff, passionate about excellent patient care and a strong proponent of pursuing Magnet® status. “Magnet is a result of an innovative, progressive organization that achieves superior outcomes for patients,” Stanley noted. “Magnet outcomes are the result of the good work we do every day.”

Highlights

• Received the National Research Corporation’s Consumer Choice Award for being one of the nation’s top hospitals that consumers choose for delivering high-quality health care; GMH is the only hospital in the state to have won this honor every year since the award’s inception in 1996
• Earned the Stroke Gold Plus, Target Stroke Elite Plus Award from the American Heart Association/American Stroke Association’s Get with the Guidelines program for GMH’s Certified Primary Stroke Center
• Began the AvaSys Tele sitter program
• Incorporated a recovery model and patient-centered care into the Nursing Care Delivery Model for Behavioral Health
• Started a General Inpatient Hospice Program
• Piloted a NICU New Grad/Advanced Beginner Orientee Program
• Received the Mission: Lifeline Gold Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for treating patients with severe heart attacks
• Garnered the American College of Cardiology’s NCDR ACTION Registry–Get with the Guidelines Gold Performance Achievement Award; GMH is one of only 78 hospitals nationwide honored for stellar cardiac care
• Received $25,000 from the SC Department of Health and Human Services’ Birth Outcomes Initiative for achieving Baby-Friendly status, an honor held by fewer than 200 of the nation’s 3,200 birthing centers
• Developed and met FY goals identified by the Professional Practice Council

Ortho/Trauma at GMH celebrates renovations and new leaders Fiona Burns-Dennis, RN, nurse manager, and Iris Manteghi, RN, CNE. The longest serving staff member and the newest member, Keisha Reel, RN, cut the ribbon to mark the reopening.

Thumbs up, GMH, for submitting an online Magnet application! Documents are in development.
Resources Support Accountability and Autonomy

Resources such as professional literature are readily available to support decision making in autonomous nursing practice. At the click of a mouse, nurses have access to e-journals, e-books, PubMed, etc., as well as the GHS Nursing Policy and Procedure Manual.

Organizational autonomy demonstrates authority and freedom of nurses to be involved in broader unit, service line, organizational or system decision-making related to patient care, policies and procedures, or the work environment.

GHS has an amazing Health Sciences Library staff to support nurses and other staff members. Librarian Loretta Westcott presents classes to our Professional Practice Council and new nurses on how to access electronic materials. Library staff members provide vital, timely information on diagnosis, treatment, cost containment and hospital planning using the latest technology. From quick questions to complex research, the Health Sciences Library—staffed by five master’s-level librarians and two assistants—is readily available to assist. Nurses often contact the library for information on a new type of patient or syndrome. Nursing managers and leaders often use online journals, such as the Journal of Nursing Management.

At the unit level, Journal Club participation is one way that nurses use professional literature to enhance knowledge. Nurses may earn points through Journal Club in our Clinical Ladder—CARE. A requirement of annual renewal in CARE is to lead at least one Journal Club supporting evidence-based care at the bedside.

Here are a few comments from CARE participants:

“Discussion of journal articles has increased my knowledge about evidence-based practice, and research is helping me improve my nursing practice and increase patient safety. Information also promotes positive patient outcomes.”
—Nancy Ledford, RN, CNOR

“Discussions of Journal Club articles have increased my knowledge about evidence-based care and research. I have taken the initiative to incorporate that knowledge into my daily care. Our unit educator and leadership team serve as resources in seeking articles of interest for our patient population. Our team developed an improvement process for chronic pain management to enhance outcomes.”
—Kimberly Blair Booth, BSN, RN

“I have been a participant in the Journal Club for Radiology. Reviewing and presenting articles have broadened my knowledge and encouraged me to relay this information to patients and co-workers. We have utilized information to improve and review sedation and contrast reaction protocols.”
Patricia Barlet, RN
GHS Nurses Support a Culture of Safety and Satisfaction

Our nurses support the GHS approach to quality and performance improvement by constantly assessing and revising goals to ensure that patient outcomes improve, safe patient care is provided, and satisfaction is evaluated and enhanced. Our goals include the following:

- Offer a safe environment for patients, visitors and staff
- Perform patient care services in a timely, efficient, high-quality manner

These actions align with and support our Pillars of Excellence, particularly in these areas:
- **People**: We work to transform health care.
- **Service**: Patients and families are the focus of everything we do.
- **Quality**: We provide right care at the right time and in the right place.

At the unit level, a Quality Team structure supports quality, safety, service, and satisfaction by tracking and trending data. Teams include Nurse Manager, Clinical Nurse Educator, Unit Council Chairperson and Unit Champion of Excellence, along with Physician Medical Director for the unit. Teams develop action plans to improve areas as applicable. Unit activities are then shared with the higher level quality committee and Nursing Professional Practice Councils to ensure communication and collaboration across the respective facility and the system.

CNOs at the system and facility level, in addition to Directors of Nursing, also closely track and trend data to support both patient care and staff members.

Here are a few examples illustrating how nurses practice autonomously in supporting a culture of patient safety and satisfaction.

**Cover of The View: Bedside Shift Reporting**

*excerpts from the March/April 2015 issue*

At GHS, bedside shift reporting occurs across all units on all campuses. This initiative moves the change-of-shift report to the patient’s bedside, bringing in the patient and family, as appropriate, as collaborators in his or her own care, along with both the off-going and oncoming nurse. When patients choose to have family present during this report, their loved ones are encouraged to ask questions and share goals and concerns, thus further supporting the patient.

Research indicates that bedside shift reporting decreases patient falls, medical errors and hospital-acquired complications as well as improves pain control and patient satisfaction with communication related to nursing.

Patients also report they feel more secure knowing what will be happening to them, for instance, testing to be performed and monitoring during the upcoming shift. This security increases the trust between patients and caregivers, and it supports patient compliance with their care plan.
Another benefit is that bedside shift reporting enhances nursing teamwork and accountability, as both nurses together check IV sites and infusions, drains and wound dressings, comfort levels, cognitive levels, and more. But beyond these benefits, the primary goals of bedside shift reporting are quality, safety and service. In Nursing Professional Practice Council discussions, staff members have reported a number of “good catches” that have taken place during bedside shift reports.

“Patient satisfaction is a good outcome, but we’re really doing it because bedside shift reporting is the right thing to do in terms of the safety and quality of care that we’re giving,” summarized Wanda Cloer, MSN, RN, CCRN, GHS Service Excellence Coach.

**Cover of The View: Culture of Safety**
*(excerpts from the May/June 2015 issue)*

Reducing patient fall rates is a challenge in many GHS units. Two recent staff-led initiatives show how our employees can enhance the safety and care of our patients in preventing falls.

At Greenville Memorial Hospital, members of the unit council on the Infant & Toddler Unit determined they needed to partner with the caregivers of their young patients to prevent falls. Nursing staff members now review fall risks with parents during shift changes and use scripting to provide a consistent, coherent message.

The unit also displays a bulletin board highlighting common causes of inpatient pediatric falls. This board serves to educate both caregivers and the healthcare team.

After implementing these initiatives, no falls occurred for several months. Said Beth Burney, MSN, RN, CPN, nurse manager for the Infant & Toddler Unit, “The entire SE staff has embraced this unit council project and adopted the suggested changes. Without that, we would not have been able to achieve this success.”
Another fall-reduction initiative was spearheaded by the unit council in the Emergency Department at Greer Memorial Hospital. It decided that the policy of putting yellow snaps on the patients’ armbands should be replaced by having patients wear easy-to-spot yellow socks.

“You don’t always see those bracelets, but we did want something to be on the patient,” said Linda Williams, BSN, RN, MHA, nurse manager of the hospital’s ED. “Since they might have to change gowns, we decided on socks. Employees throughout the entire facility now know that if they see someone in yellow socks, that’s someone who doesn’t need to be walking around.”

No falls involving injuries have taken place in the Greer ETC since implementation.

**Nurse Satisfaction Soars at GMMC**

At Greenville Memorial Hospital, the Nursing Satisfaction Survey participation rate jumped from 41 to 65 percent! As for RN Satisfaction Survey results: Results exceeded or met the national benchmark mean for Magnet® hospitals.
NGH Is Free for Three

In April, North Greenville Hospital Long-Term Acute Care (NGH-LTAC) reached an impressive milestone: three years without CLABSI (central line-associated blood stream infection)! NGH-LTAC serves medically complex patients with extended lengths of stay; many require central lines for needs such as TPN, prolonged antibiotics, dialysis and ventilator dependence, placing them at high risk for CLABSI.

Commitment of leadership, physicians and frontline staff have transformed the culture of safety at NGH from the LTAC hospital with the highest rates in the state in 2009 to CLABSI free three years in a row!

Zero Harm Awards

Five GHS hospitals received the Certified Zero Harm Award by the SC Hospital Association: Greenville Memorial, Greer Memorial, Hillcrest Memorial, Laurens County Memorial and North Greenville Memorial. The awards are given when a hospital records no preventable hospital-acquired infections of a specific nature during the awards’ reporting period.

With patient safety in mind, RNs Kimberly Jenkins (l) and Holly Kelley check the unit’s GI travel cart to ensure patient safety.
Preventing Readmissions
Over the past three years, several GHS hospitals have significantly reduced readmissions for Medicare patients treated for one or more of four chronic conditions: heart failure (HF), acute myocardial infarction (AMI), pneumonia (PNE) and chronic obstructive pulmonary disease (COPD).

The following were among 47 Palmetto State hospitals that received awards for sustaining 20% reduction in readmissions over one year (2014-15) and/or 20% over 2 years (2013-15):

- Greenville Memorial Hospital: AMI (1 yr.)
- Greer Memorial Hospital: HF (1 and 2 yrs.)
- Hillcrest Memorial Hospital: HF (2 yrs.); COPD, HF, PNE (1 yr.)
- Oconee Memorial Hospital: COPD (1 and 2 yrs.); AMI (1 yr.)
- Patenwood Memorial Hospital: AMI, HF, PNE, COPD (1 yr.)

Cheers for Greer
Greer Memorial Hospital received the Everest Award by Truven Health Analytics. Truven is a national healthcare information and benchmarking organization. The Everest Award recognizes this hospital as one of only 17 hospitals in the nation that has simultaneously met national benchmarks for balanced excellence in a single year as well as greatest improvement for over five consecutive years.

Greer also has been recognized as the highest scoring hospital in the Upstate in Medicare’s Hospital-acquired Conditions Reduction Program. And in a review of over 2,500 hospitals this year, Consumer Reports ranked the hospital in the top 10 for patient safety and respect.

Oh, Oconee!
Oconee Memorial Hospital garnered Health Grades’ Patient Safety Excellence Award. The hospital is one of just seven award winners in the state. In addition, its Family Birthing Center was recognized by the SC Department of Health and Human Services for having no non-medically necessary elective inductions between 37-38 weeks.

Laurels for Laurens
The Laurens campus has been CLABSI free since 2011! No CAUTI cases have occurred for more than a year. Plus, no surgical-site infections have been experienced with knee replacements for 30 months.
New Knowledge, Innovations and Improvements

GHS nurses integrate evidence-based practice and research into daily clinical care and operational processes. Nurses explore the safest and best practices for their patients and ways to improve the professional practice environment. Our Nursing Research Committee assesses proposals for nursing research before evaluation by our Internal Review Board (IRB). GHS nurses also serve as members of the IRB. In sum, GHS nurses are continuously seeking innovative ways to improve care and the environment.

GHS supports the advancement of nursing research as evidenced by our listing of FY15 studies approved by the IRB that were either new or being conducted and completed in FY15.

Nursing Research Studies

GHS Cancer Institute

• Valorie Brooks, BSN, RN, CRRN, CBIS; Susan Bethel, MSN, RN, NE-BC; Lynette Gibson, PhD, RN: “Breast Cancer Patients and Perceptions of Changes After Chemotherapy” (DAISY Foundation grant funded) (ongoing)

• Julie Martin, DNP: “Telephone Follow-up to Improve Medication Adherence” (completed—DNP(c) dissertation)

Greenville Memorial Hospital

• Trudy Ackard, MSN, RN; Susan Bethel, MS, RN: “Impact of Redesigned Competency Based Graduate Nurse Residency Program on Critical Thinking of New Grad RNs” (ongoing)

• Susan Bethel, MS, RN; Anita DeWeese, MSN, RN; Cathie Osika-Landreth, MSN, RN; John Whitcomb PhD, RN/Clemson University; L. Gibson, PhD, RN/USC School of Nursing; Ai Kato, MSN, RN/Bob Jones University; Debbie Lyles, PhD/Greenville Technical College; L. McDowell, PhD, RN/Lander University: “Creating a Research Agenda: Clinical and Academia Collaborative Delphi Study” (completed)

• Kristi Coker, MSN, RN: “Providing Pediatric Palliative Care: The Lived Experience of Pediatric Nurses” (in data collection)

• Annette Dunphy, MSN, RN; April Brown, BSN, RN; Audrey Sams, BSN, RN; Ashley Jepson Gross, BSN, RN; Susan Bethel, MSN, RN; Rhonda Stubbs, MSN, RN: “Impact on Fall Reduction with Continuous Video Monitoring” (in data collection)

• Stephanie Dutch, BSN, RN: “Validating a Measurement Tool (DASA-YV) to Predict Aggressive Behavior in Hospitalized Youth” (completed)

Nursing Receives DAISY Grant

GHS Nursing has received a research grant from the DAISY Foundation, which applauds the extraordinary clinical skill and compassionate care of nurses. (GHS, a DAISY Award Hospital Partner since 2009, recognizes nurses with this honor each quarter.)

To further support nurses, the foundation funds nursing research to improve care for patients with auto-immune diseases and cancer; see “Breast Cancer Survivors’ Perceptions of Changes After Chemotherapy.”
• Nancy Moureau, BSN, RN, CRNI, CPUI, VA-BC: “One Million Global Catheters: PIVC Worldwide Prevalence Study (OMG)” (completed)

• Thomas Schaller, MD; Cynthia Trout, MSN, RN: “Impact of Nurse/Physician Team-based Rounding on Patient-based Quality Scores and Provider Opinion” (in data collection)

• Linda Yoder, MBA, RN: “Succession Planning and Nurse Manager Competency” (completed—DNP(c) dissertation)

**EBP and QI Projects/Studies Approved by Nursing Research Committee and GHS’ Institutional Review Board**

• Lai Chaim, BSN, RN: “Implementation of Progressive Mobility in MSICU” (completed—DNP(c))

• Beverly Jameson, MSN, RN: “Care Innovation and Transformation on 4C Cardiac Telemetry” (ongoing)

• Ngan Kim Moran, BSN, RN: “Renal Education to Reduce 30-day Readmission Rate” (completed—DNP(c))

• Colt Shope, BSN, RN: “Hitting the Mark: Reduction in Sepsis Mortality” (ongoing)

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

**Book Chapter**


**Peer-reviewed Journal Articles**


*Note: This list may not be all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.*
Professional Poster Presentations

13th Annual Research Symposium: Integrating Research with Action to Promote Health Equity

This symposium is sponsored by Upstate AHEC in collaboration with the Nursing Research Committee at GHS, Nursing Research Council of AnMed Health, Nursing Division of Greenville Technical College, Gamma Mu Chapter and Mu Rho Chapter of Sigma Theta Tau International Honor Society of Nursing.

Cancer Institute (Center for Integrative Oncology and Survivorship)

- Sherry A. Stokes, MS; Regina Franco, MSN, ANP-C; Annie Anderson, MS; Mark O’Rourke, MD: “Breast Cancer Survivor Preferences for Home-based Nutrition Interventions—Feasibility Project in a Survivorship Clinic”

Greer Memorial Hospital

- Bonne Johnson, DNP, MSN, BSN, RN; Donna Bailey, RN; Jenny Slatton, RN; Valerie Douglas, NM: “Nurse/Physician Rounding”
- Jan Lienau, BSN, RN, CIC: “A Bundled Approach to Eliminating Post-operative Surgical Infections in Traumatic Hip Arthroplasty”
- Claudia Jenkins, RNC, BSN; Terry Williams APRN, FNP: “How to Facilitate Collaboration Between Senior Nurse Practicum Students and Your Unit to Implement Successful Evidence-based Practice Changes”

Marshall I. Pickens Hospital (Behavioral Health)

- Stephanie Dutch, BSN, RNBC; Terrie M. Kirkpatrick, MS, BSN, RN; Nirav Patil, MBBS, MPH; Amy Jones, MD (through May 2015); Kenneth Rogers, MD (beginning May 2015); Amy Gates, RN; Faye Bennett, RN; Judith Eastham, RNBC; China Love, RN: “Validating a Measurement Tool (DASA-YV) to Predict Aggressive Behavior in Hospitalized Youth”

North Greenville Hospital and Roger C. Peace Rehabilitation Hospital

- Valorie Brooks, BSN, RN, CRRN, CBIS; Susan Bethel, MSN, RN, NE-BC; Melinda Boyce, MSN, RN, CRRN, CBIS; Lynette Gibson, PhD, RN: “Breast Cancer Survivors’ Perceptions of Changes After Chemotherapy”

Stephanie Dutch (l) with DON Carole Nesmith
SC Nursing Excellence Conference

Poster presentations were made by several GHS RNs at this annual event.

- **Colt Shope** received second place in the Process/Quality Improvement category for his poster, “Hitting the Mark: Sepsis Mortality Reduction.”

- Third-place honors in the Evidence-based Practice category went to GMH 4C staff members **Beverly Jameson**, **Karen Segers** and **Lauren Kunkle** for “Engaging Staff in Exemplary Practice.”

Other poster presentations from this statewide conference included:

- **Susan Bethel**, et al.: Third place for “Breast Cancer Survivors’ Perception of Changes After Chemotherapy” (Research category)

- **Mary Caldwell**, et al.: “Preventing Falls in the Hospitalized Pediatric Patient” (Process/Quality Improvement category)

Diabetes Fall Symposium

GMH’s Diabetes Self-Management Program earned top honors in a poster competition at the 21st Annual Diabetes Fall Symposium for Primary Health Care Professionals in Charleston. The poster (see bottom) shows the work conducted with system employees diagnosed with diabetes.

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EBP Projects—New Graduate Nurses

As part of the Nurse Residency program for new graduate RNs, participants collaborate on evidence-based practice (EBP) projects.

- “Patient Education: Medication Side Effects”: Sharylen Morton; Trudy Ackard: Facilitator
- “Nursing Diagnosis: Risk for Falls”: Susie McWhorter; Trudy Ackard: Facilitator
- “Helping Hands: Improving Hand Hygiene Among Families”: Hannah Bender, Caroline McDonald; Trudy Ackard: Facilitator
- “Nurse-to-Patient Communication Made Simple”: Michelle Lodise, Angela Baker; Trudy Ackard: Facilitator
- “Quality Improvement: CIT Projects”: Blair Barker, Lauren Mauk; Trudy Ackard: Facilitator
- “Quiet Time in CVICU”: Abigail Heney; Trudy Ackard: Facilitator
- “Safe Zone: Decreasing Falls”: Holly McMillan, Tyler Hutchinson; Trudy Ackard: Facilitator
- “Music Therapy in Critical Care Nursing”: Francie Anderson, Meredith Craig, Jason Herndon, Whitney Kendall, Monica Rankin, Suzy Staples; Trudy Ackard: Facilitator
- “Decreasing Pain with the Help of Caregiver Support”: Jessica Armerding, Janette Figueroa, Alyssa Gestring, Meghan Rowe, Rebecca Taylor; Chamberlain: Facilitator
- “Reducing Venipuncture Pain in the Emergency Department”: Alisha Hime; Catherine Osika-Landreth, Facilitator
- “End-of-Life Education for Surrogate Decision-Makers”: Anna McGaughey; Catherine Osika-Landreth, Facilitator
- “Bedside Shift Report and Handoff”: Katie Nicholas-Beach, Lauren Black, Porshia Turner, Jim Bowen, Michael Buffalo; Catherine Osika-Landreth, Facilitator
- 3D-General Surgery Quality Improvement Project: Improving Post-operative Pain”: Cameron Slenski, Suzanna Studdard; Trudy Ackard: Facilitator
- “CAUTI”: Katherine Gardner, Rebecca Ross; Trudy Ackard: Facilitator

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New graduates receive their certificate of completion from GMH CNO Lori Stanley, DNP, RN, NEA-BC.
Two Special Programs for Young Nurses

‘Growing’ Our Own Nurses

GHS offers a summer Nurse Extern Program supported by GHS Nursing Leadership. The program, started at the recommendation of the Nursing Recruitment and Retention Council, introduces senior nursing students to acute-care nursing at a premier academic health center.

Features include one-on-one mentoring and rotation through multiple clinical areas for maximum exposure and experience. Emphasis is placed on preparing externs to be optimally positioned for successful transition to their senior year and, ultimately, to their new graduate nurse role.

Externs focus on evidence-based practice to support high-quality care. They also develop posters on a topic of special interest, which are displayed during the graduation celebration. This externship has been a huge success based on participant feedback.

Nursing Counts: Educational Support and Advancement

• In FY15, GHS reimbursed $850,000+ to nurses pursuing academic degrees.
• In addition to formal education, dozens of GHS nurses took part in lifelong learning and continuing education through Upstate AHEC, professional nursing organizations, online courses and webinars.

GHS Nursing also works closely with nursing schools to enhance the experience for students, both in total student numbers and in placement sites.

• Clinical Sites (for placement of nursing students)—111
• Clinical Nursing Student Encounters—1,998

This work includes two annual meetings for increased communication and collaboration with school leaders and GHS leaders:

• Fall Faculty Meeting
• Spring Nursing Faculty Summit (bridging the gap between practice and academics)

Each March, certified nurses across GHS are honored on Certified Nurses Day. Pictured are several certified nurses at Patewood’s special recognition event.
ANCC (American Nursing Credentialing Center) programs have been chosen by GHS to guide and support excellence.

**Magnet® Model**

**Transformational Leadership**
- Strategic Planning
- Advocacy and Influence
- Visibility, Accessibility and Communication

**Structural Empowerment**
- Professional Development
- Commitment to Professional Development
- Teaching and Role Development
- Commitment to Community Involvement
- Recognition of Nursing

**New Knowledge, Innovations, Improvements**
- Research
- Evidence-based Practice
- Innovation

**Exemplary Professional Practice**
- Professional Practice Model
- Care Delivery Systems
- Staffing, Scheduling and Budgeting Processes
- Interprofessional Care
- Accountability, Competence and Autonomy
- Ethics, Privacy, Security and Confidentiality
- Culture of Safety
- Quality Care Monitoring and Improvement

**Empirical Outcomes**
- Quality of Care