

TWO THOUSAND AND NINE

# THE PARKVIEW NURSE

A PUBLICATION FOR NURSES





## NURSING VISION

The registered professional nurse, guided by Parkview Health's mission and values and the American Nurses Association's Scope and Standards of Practice:

- Commits to care and healing of the body, mind, spirit, family and community through compassion, quality, patient advocacy and interdisciplinary collaboration
- Continuously evaluates standards for patient care that contribute to nursing excellence
- Works within the healthcare community to match patient needs with resources
- Fosters an environment of active and mutual support and respect
- Delivers quality patient care in a fiscally responsible manner
- Makes decisions in matters relating to nursing care in a responsible and accountable manner
- Practices nursing based on accepted theoretical principles and research
- Accepts responsibility to remain current and develop nursing knowledge and skills
- Promotes and models ongoing professional development

## THE PARKVIEW NURSE

It is my pleasure to introduce to you the second edition of *The Parkview Nurse*, which is filled with stories that document the professional experiences and journeys of Parkview nurses. Achievements of individual nurses and accomplishments of Parkview Professional Nursing Practice Councils are also featured. As we move forward in our quest for nursing excellence, we are striving to respond to the ever-changing forces that shape our healthcare environment. Resilience and engagement of nurses are paramount in our pursuit.

What an exciting time to be a nurse at Parkview. Your ideas about structure and functionality are being used to design patient rooms at the Parkview Regional Medical Center, where construction is underway. Nurses are invited to visit each mock-up room — located on the first floor of Parkview Hospital — and offer design suggestions for patient safety and comfort and nurse workflow.

Patricia Benner, PhD, RN, FAAN, serves as nurse theorist for Parkview nursing. Benner’s novice-to-expert theory guides us as we continue to build our future on a foundation of quality. Other paramount initiatives highlighted in this report include integration of unit-based quality councils within our nursing governance structure and many clinical improvements. Quality happens at the bedside, and input of bedside nurses is vital for continuous improvement.

In addition to nurse participation in many department and council-level activities, I am extremely proud of individual nurses who have worked or are working to attain certification within their areas of specialization. These nurses have sacrificed their personal time to prepare for an exam enabling them to gain confidence and support from co-workers. Each person studied in teams led by our dedicated clinical educators. I applaud their success.

Staff members are working to define a nursing care delivery model that will enable us to meet each patient’s needs and the healthcare system requirements now and into the future.

I trust you will find this report inspiring as well as informative. The impact that nurses have within Parkview is profound. Nurses represent the heart of our mission, every day, with each action, in each moment, providing professional, compassionate care with each touch. I am honored to serve with you.



Judy Boerger, MBA, MSN, RN, CNAA

Senior Vice President and Chief Nursing Officer, Patient Care  
Parkview Hospital

## NOVICE-TO-EXPERT GUIDES PROFESSIONAL DEVELOPMENT

“Because Benner’s theory is a practical guide, it is a great foundation for development of Parkview’s professional nursing staff.”

Nancy Ehmke, RN, MN, AOCN  
Clinical Nurse Specialist, Oncology  
Parkview Hospital

# NURSE RESEARCH LEADER SERVES AS PARKVIEW'S NURSE THEORIST

By Sue Johnson, PhD, RN, NE-BC

Director, Nursing Clinical Excellence and Research, Parkview Hospital

Many nurses are familiar with Patricia Benner, PhD, RN, FAAN, a well-known nurse theorist, whose novice-to-expert theory describes growth of the new graduate to experienced practitioner. Nurses who become experts develop an intuitive grasp of clinical situations, making a difference in the lives of their patients.

To become an expert, each nurse must engage in ongoing education and professional development opportunities, as well as gain years of experience in his or her nursing specialty. Benner's model is the template for Parkview Hospital's nursing service.

Another aspect of Benner's work includes nurses' presenting to colleagues clinical narratives of lessons learned and descriptions of "real world" nursing practices. Experienced nurses have a responsibility to share their patient "stories" in a professional manner. Stories are vital for fostering and supporting the quality of nursing excellence in our changing healthcare environment.

Nursing practice is an art as well as a science. Benner demonstrates these concepts through her research and is known as a pioneer in showing nurses how to examine their practice. In her own words, "Caring causes the nurse to notice the subtle signs of improvement or deterioration in the patient. In fact, caring is required for expert human practice."

You are invited to share stories with your nursing colleagues.

Patricia Benner and J. Wrubel, 1989, *The Primacy of Caring, Stress and Coping in Health and Illness*, Menlo Park, Calif., Addison-Wesley Co. Inc.



## EXPERTS IN THEIR FIELD — ADVANCED PRACTICE NURSES SUPPORT NURSING PRACTICE

Left to right:

**Rhonda George, AA, NP, MSN, FNP-C**

Nursing Care Coordinator, Congestive Heart Failure Unit, Parkview Hospital

**Jenny Dougal, RN-C OB, MSN, FNP-C**

Advanced Practice Nurse and Clinical Nurse Specialist  
Family Birthing Center, Parkview Women's & Children's Hospital

**Lynn Wilton, MS, RN, CRRN, CNRN**

Clinical Nurse Specialist, Neuroscience, Parkview Hospital

**Nancy Ehmke, RN, MN, AOCN**

Clinical Nurse Specialist, Oncology, Parkview Hospital

Not pictured:

**Susan Wade, RN, MSN, CPN, CCRN**

Clinical Nurse Specialist, Pediatric Unit and Pediatric Intensive Care Unit  
Parkview Hospital

## NURSES EXPERIENCING A NEW ENVIRONMENT

By Deb Howell, RN, BSN

Nursing Education and Clinical Excellence, Parkview Women's & Children's Hospital

A dramatic increase in the 2008 Family Birthing Center (FBC) census prompted leadership to hire 76 patient-care staff members to maintain quality patient care at the Family Birthing Centers at Parkview Hospital and Parkview Women's & Children's Hospital. Some nurses were experienced in other fields, but were new to the type of care delivery provided in the FBC.

Debra Howell, RN, BSN, nursing educator, Nursing Education and Clinical Excellence, Parkview Women's & Children's Hospital; Jenny Dougal, RN-C OB, MSN, FNP-C, advanced practice nurse and clinical nurse specialist, Parkview Women's & Children's Hospital; and other experienced nurses and physicians worked as a team to mentor, support and educate the new staff. In addition, bi-weekly breakfast meetings were scheduled to provide new staff members with learning opportunities. Nursing skills education assessment days also prepared nurses for the changes occurring in patient-care processes.

FBC staff from both hospitals also participated in improvement projects to standardize and streamline work processes between the two facilities. LEAN project initiatives — using a process to remove unnecessary steps and improve efficiency — now enable nurses to spend more time at the bedside, which leads to improved patient outcomes.

These FBC nurses now demonstrate confidence in their new knowledge and skills as they participate on clinical committees and in leadership opportunities while moving forward on their individual journeys to becoming expert nurses.

## NEW NURSES ENRICH OUR PRACTICE

By Micky Regenold, RN, BC, MSN

Nursing Educator, Nursing Excellence, Parkview Behavioral Health

### BEGINNING HER JOURNEY

Danielle Ford, RN, graduated from Indiana University-Purdue University Fort Wayne. Shortly thereafter, she started her nursing career at Parkview Behavioral Health in April 2008. Ford's previous experience as a pharmacy technician continues to help her quickly adjust to the demands placed on her as a bedside nurse. Ford participates as a quality-improvement team member of the Falls Focus Group for geriatric patients at Parkview Behavioral Health.

Co-workers know Ford for her dedication, professionalism and involvement. Ford demonstrates incredible ability to organize, prioritize and assess situations appropriately.

Currently enrolled in a bachelor's degree program for nursing, she continues to pursue professional growth and her journey from novice to expert nurse. "Danielle is a role model for all nurses," said Juli Murphy, RN, BSN, program manager, Senior Care Services, Parkview Behavioral Health.



Danielle Ford, RN  
Parkview Behavioral Health

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## A MEANINGFUL PROFESSIONAL EXPERIENCE

By Janet Hunter, RN, BSN, MPA, NEA-BC

Manager, Center for Nursing Excellence, Parkview Hospital

After years of hesitation and persistence, in December 2008, Janette Richardson, RN, BSN, BS, Parkview Hospital, completed a major milestone she set forth to accomplish in her life. She graduated with a nursing degree from the University of Saint Francis, Fort Wayne. Eager to provide excellent service to every patient, every day, Richardson is now an RN and Medical Telemetry staff member at Parkview Hospital.

Richardson began her healthcare career in mental health and enjoyed her job, but soon figured out it was not her “calling in life.” Realizing she had enthusiasm for nursing in 2001, Richardson changed her career and started working as nursing assistant at Parkview Hospital’s Rehab Department.

While pursuing her passion, Richardson quickly gained knowledge and insight on the nursing profession, but soon realized that understanding the patients’ needs is most important. Richardson recalls a time when she was a student nurse and encountered a patient who touched her heart and presented her with a thought-provoking experience. Her story of service excellence is told in the November/December 2007 edition of *Imprint*, a professional magazine published for nursing students by the National Student Nursing Association.

In the article, “A Swab of Coffee,” Richardson describes how she used creativity to satisfy a patient’s request. The patient longed for a cup of coffee that was orally prohibited due to her condition. Richardson, realizing the importance of the request, sought a way. Using an oral swab dipped into coffee, she gently coated the inside of the patient’s cheeks, gums and tongue, creating a satisfying experience for her patient, as well as an unforgettable personal and professional experience for herself. It was this experience that led Richardson to realize that nursing is much more than what is taught in school.

## PASSION FOR NURSING

“I quickly gained a deeper insight about nursing. And it is a powerful understanding of the overall well-being of each patient, not just the procedures we complete to help them heal.”

Janette Richardson, RN, BSN, BS  
Medical Telemetry, Parkview Hospital

# PROFESSIONAL CERTIFICATION IMPROVES NURSE SATISFACTION

By Susan Wade, RN, MSN, CPN, CCRN

Clinical Nurse Specialist, Pediatric Unit and Pediatric Intensive Care Unit, Parkview Hospital

Seeking more knowledge and a higher level of proficiency, 10 Parkview Hospital Pediatric Unit and Pediatric Intensive Care Unit (PICU) nurses participated in post-RN education. Setting a goal to pass the American Nurses Credentialing Center certification exam for pediatric nursing was a top priority and a step needed to move these students forward on their journey to becoming expert nurses.

To prepare for the exam, Susan Wade, RN, MSN, CPN, CCRN, clinical nurse specialist, Parkview Pediatric Unit and Pediatric Intensive Care Unit, and the 10 nurses spent two hours each week for eight weeks in study sessions, sharing experiences, engaging in discussion and incorporating clinical theory. Team effort prevailed. Each student's test score was higher than the national average. Parkview Hospital Pediatric Unit and PICU can boast that 33 percent of the unit nurses are nationally certified, a percentage that far exceeds the national average.

Recognized and respected by healthcare leaders and other nurses, certification indicates that nurses have gained specialized knowledge and improved skill sets that can be used at the bedside to serve their patient population. The 2008 American Nurses Association (ANA) National Database of Nursing Quality Indicators RN Satisfaction Survey showed just that. Nurses were asked to rate the perceived quality of care rendered to patients, and Parkview Pediatric Unit and PICU received a 3.9 on a 4.0 scale.

Professional satisfaction, another nurse-sensitive quality indicator, confirmed certification makes a difference. The Parkview Hospital Pediatric Unit and PICU mean average was 72.93 — higher than the national mean average.



Left to right:

**Ruth Miley, RN, CPN**

Pediatric Unit, Parkview Hospital

**Julie Mijatovich, BSN, CRNI**

Operational Lead, Vascular Access Services,  
Parkview Hospital

**Pam Phillips, RN, BSN, CPN**

Pediatric Unit, Parkview Hospital

## RAISE THE BAR

Expert nurse Susan Wade  
and her co-workers  
joined other certified nurses  
to “raise the bar”  
for nurses practicing  
at Parkview.

# NURSING PROFESSIONAL PRACTICE COUNCILS PROVIDE A STRUCTURE FOR SHARED DECISION-MAKING

By Janet Hunter, RN, BSN, MPA, NEA-BC

Manager, Center for Nursing Excellence, Parkview Hospital

Parkview Hospital Professional Nursing Practice Councils — the formal structure for carrying out Parkview Hospital’s Nursing Professional Practice model — define, implement and maintain standards for nursing practice and serve as a voice to advance nursing practice at Parkview Hospital and affiliates. The councils also provide a structure and process for shared decision-making, interdisciplinary communication and collaboration. In 2008, each council managed projects that focused on improving nurse satisfaction, nursing practice and patient-care outcomes.

In spring 2008, a long-term goal of The Nursing Standards Council was achieved. *Mosby’s Nursing Skills™* manual — an electronic manual containing current procedures that uses evidence-based information to support our bedside nurses in their practice — received recommendation of the council and was procured by Parkview. Today, the manual is used by clinicians across the system.

Parkview’s Clinical Ladder Program, also developed in 2008, was designed to encourage participation by recognizing a wide scope of professional activities and accomplishments. The Nursing Advocacy Council was responsible for developing Parkview Hospital’s Nursing Services Clinical Ladder — a program that acknowledges registered nurses for contributions to professional nursing practice. Currently, the project is being considered for application within Parkview Nursing Services.

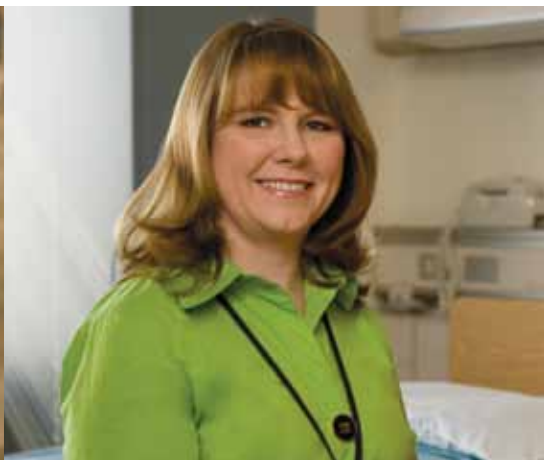
Actively pursuing best patient outcomes, the Nursing Advocacy and Nursing Quality councils carried out patient care quality-improvement initiatives using the iTag (Ideas to Action) model. The Nursing Advocacy Council is credited for coordinating the IV Therapy iTag — a project designed to improve nursing knowledge and skills in caring for patients requiring intravenous therapy — which resulted in formal education and training for bedside nurses.



Dawn Patterson, RN  
Chair, Quality Council  
Preadmission Testing, Parkview North Hospital



Paul Steffens, RN, MSN, CPN, CCRN  
Chair, Advocacy Council  
Pediatric and Teen ICU, Parkview Hospital



Michele Gonser, RN, BSN  
Chair, Standards Council  
Infection Control, Parkview Hospital



Nursing Quality Council’s contribution to the iTag projects includes the Patient Activity iTag. Team members established a patient care standard that increases patient mobility, reduces complications and promotes recovery. Nursing practice standards for patient activity, collaboration with physicians and other hospital disciplines and documentation of system improvements were implemented — and are now used to define a “best practice” standard of care.

Used as a comprehensive voice for Parkview nurses and promoted by the Nursing Advocacy Council, the National Database of Nursing Quality Indicators (NDNQI®) RN Satisfaction Survey is a valuable tool. Offered annually, it defines areas of opportunity for improving nursing satisfaction. The council identified the top three areas of satisfaction and areas for improvement. Nurses reported a high level of satisfaction in areas including nurse-to-nurse interaction, RN-to-physician interaction and professional status (how others view them and their own sense of personal achievement). Recommendations for improvement include nurse satisfaction with autonomy, tasks and participation in decision-making.

The Nursing Quality Council also participated on quality improvement teams that developed the Nursing Patient Safety and Quality Management Plan. Driven by bedside nurses, the plan promotes improvements in patient care through nursing practice. Engaging bedside nurses in management of nursing practice issues is improving patient outcomes and nurse satisfaction.

By 2009, the Nursing Education and Research Council learned how to conduct searches for and evaluate research articles to support quality-improvement projects. Today, members are diligently working to define a process for bringing nursing research findings to the bedside.

*Mosby’s Nursing Skills™* is a trademark of Elsevier, Inc.

The NDNQI® is a proprietary database of the American Nurses Association.

## THE NURSING PROFESSIONAL PRACTICE MODEL

“The Nursing Professional  
Practice Model  
enhances the profession  
of nursing by providing  
a formal structure and process  
for addressing issues  
influencing our nursing practice,  
ultimately affecting care  
patients receive.”

Nancy Hinton, RN, BSN, CCRN  
Chair, Education and Research Council,  
Intensivist Program, Parkview Hospital

# MOSBY'S NURSING SKILLS – BUILDING A STRONG FOUNDATION FOR PARKVIEW NURSING PRACTICE

By Michele Gonser, RN, BSN

Infection Preventionist, Infection Control, and Standards Council Chair, Parkview Hospital

Parkview Hospital recently invested in *Mosby's Nursing Skills* manual – a premier online clinical skills and procedures reference. The manual establishes a standard for nursing care delivery, as well as provides immediate access to information and convenient skill development features for nurses throughout Parkview Health.

Parkview Hospital Professional Nursing Standards Council, along with the Parkview Hospital Nursing Policy and Procedure Subcommittee members, coordinated and performed the evaluations of the *Mosby's Nursing Skills* system. The group is also responsible for carrying out the implementation plan.

*Mosby's Nursing Skills* benefits nursing by providing clinical information and research, including:

- Drug names, reactions and monographs
- Patient education materials
- Clinical updates and current clinical best practices
- Nursing-focused practice guidelines
- Current news and events
- Clinical images and more

## SKILLS DEVELOPMENT

Whether for an inexperienced or experienced nurse, this online reference manual – accessible from a desk or bedside computer – offers tests and competency assessment tools that are essential for promoting nursing care standardization.

Quick sheet skills – another important feature – provides essential information in a streamlined format that guides nurses when time is of the essence. It also serves as a skills refresher for the more experienced nurse.



Annette Chard, RN, CEN  
Nursing Policy and Procedure Subcommittee  
Emergency Department, Parkview Hospital

*Mosby's Nursing Consult*, an online skills and procedure reference, is also being used by Parkview. Companion to *Mosby's Nursing Skills*, this resource provides answers from the most trusted clinical sources with a single search. Together, these information systems enable nurses to move easily between manuals for maximum benefits. Additional information on particular skills, medication or diagnosis can be easily retrieved.

“The Mosby manual provides us with evidence-based, accurate and current information for nursing practice, rather than relying solely on someone’s opinion as we have in the past,” said Annette Chard, RN, CEN, Emergency Care, Parkview Hospital. “Confident nursing care begins with expert knowledge of skills and procedures, enabling us to provide quality healthcare to all we serve.”

## BEDSIDE NURSES INFLUENCE PROFESSIONAL NURSING ISSUES

By Janet Hunter, RN, BSN, MPA, NEA-BC

Manager, Center for Nursing Excellence, Parkview Hospital

Advancing the practice of the nursing profession and influencing the work environment at Parkview occurs through commitment and dedication of bedside nurses like Annette Chard, RN, CEN, Emergency Department, Parkview Hospital, and Teresa Braun, RN, BA, OCN, Orthopaedic Unit, Parkview Hospital.

Chard, active member of Parkview Professional Nursing Practice Councils and other committees, is serving as president for the local chapter of the Emergency Nurses Association (ENA®) — a national organization that advocates patient safety and excellence in nursing practice. ENA member since 1989, she has also served as president of the state chapter.

“Joining is not enough; to receive full benefits, nurses must be engaged,” said Chard. Actively participating on a committee affords nurses an opportunity to enhance their knowledge of the profession and network with other nurses in the community. These meetings offer formats to exchange ideas, share best practices, learn new trends about education and technical advances and find out how other nurses are handling nursing practice issues. Participation also helps nurses develop a broader perspective about the nursing profession that extends beyond the bedside.

Representing most service areas, professional nursing organizations provide convenience and easy accessibility of continuing education programs, enabling nurses to be active in their practice. Educational programs are designed to focus on contemporary nursing issues and are provided to staff through tools that include annual seminars, conferences, online programs and more.

“The information I have learned while serving as chairperson of the Parkview Hospital Clinical and Policy Procedures Committee helps me be the best nurse I can be at the bedside,” said Chard. Passionate about her roles, Chard encourages others to get involved.

Enthusiastic about the nursing profession and engaged in her practice, Braun is committed to participating in a professional organization and providing continuing education for herself and other nurses. In March 2009, she and fellow committee members from the National Association of Orthopaedic Nurses (NAON®) — a national organization that advances the specialty of orthopaedic nursing through excellence in research, education and nursing practice — were involved in planning a successful local educational conference that served more than 100 nurses.

During the past nine years, Braun has served as a board member, secretary and treasurer for NAON and is an orthopaedics-certified nurse (OCN). She submitted to NAON Parkview’s application to become an approved national certification test site. Presently, Braun serves as president of the Summit City Chapter of NAON.

Braun understands why it is important to be active in professional nursing organizations. Committee members give voice to nurses, and organizations serve as platforms aimed at influencing healthcare proposals and public policy ideas at the state and federal level, and sometimes, in their healthcare systems. In addition, members can champion initiatives that support and promote their profession. Most important, membership gives nurses an opportunity to influence their professional destiny.

ENA® is a registered trademark of the Emergency Nurses Association.

NAON® is a registered trademark of the National Association of Orthopaedic Nurses.



Teresa Braun, RN, BA, OCN  
Orthopaedic Unit, Parkview Hospital

## BEDSIDE NURSES

“With the bedside nurses’ involvement, quality indicators are developed by staff members who know what the problems are and can find solutions that will improve our outcomes.”

Susan Clune RN, BS  
Educator, Nursing Education  
and Clinical Excellence  
Parkview Hospital

## QUALITY PLAN

“The nursing quality plan creates an avenue for the bedside nurses to own their practice, while engaging themselves in planning for patient care, quality and safety.”

Dawn Patterson, RN  
Quality Council Chair  
Preadmission Testing  
Parkview North Hospital

## BEDSIDE NURSES DRIVE DECISIONS FOR PATIENT CARE DELIVERY

By Janet Hunter, RN, BSN, MPA, NEA-BC

Manager, Center for Nursing Excellence, Parkview Hospital

Improving patient care starts at the bedside. Parkview acknowledges the importance of involving bedside nurses in decision-making for patient care and the practice environment.

According to the 2002 edition of *Magnet Hospitals Revisited* by the American Nurses Association, nurses provide 95 percent of the care to hospitalized patients. Since they spend most of their time at the bedside, nurses are well-positioned to serve as the front-line champions of quality improvement. Catching medication errors, decreasing patient falls, recognizing when the patient is at risk for complications and reducing incidents of failure to rescue, the bedside nurse provides invaluable care that protects patient safety.

Bedside caregivers can significantly influence the quality of care and patient outcomes, and ultimately affect patients’ satisfaction. Parkview is dedicated to creating a system that helps improve quality and remove barriers in our clinical setting, thus providing excellent care to the patient while engaging the expert, the bedside nurse. Parkview’s commitment to implementing a new structure should prove to be effective in improving patient care and outcomes.

In 2008, Parkview Hospital Professional Nursing Quality Council worked closely with Parkview Hospital Nursing Leadership and Parkview Accreditation Department staff members to create a quality management plan. The plan incorporates features from other successful models, including the American Nurses Association Magnet model for nursing quality, the Nurse-Sensitive Quality Indicators from the NDNQI and Parkview Hospital Intensive Care Department’s quality management structure.

These teams surveyed several nursing departments to determine the quality structures currently in place. After much consideration, they selected elements from all three models studied to build the foundation for the new nursing quality plan that was implemented in 2009. Providing a systematic, coordinated and continuous approach to improvement, Parkview Hospital's nursing care delivery now involves unit quality teams that establish consistent structure. Each team is composed of, and led by, bedside registered nurses who are accountable for making improvements in areas that include:

- Work environment
- Nursing care delivery processes (communication, medication distribution, etc.)
- Partnerships between nursing, physicians and other healthcare disciplines
- Application of nursing research and evidence-based practice
- Nurse-sensitive data from the NDNQI

The next step requires team members to participate in educational training that will hone their skills, enabling nurses to create quality improvement plans. Areas of interest affected include:

- Translating observations of problems
- Understanding how to interpret data
- Gaining more in-depth understanding of the nursing role

Parkview Hospital Professional Nursing Quality Council, Parkview Hospital Nursing Leadership and Parkview Accreditation Department staff members are devoted to creating a culture that inspires and empowers nurses to become champions of quality.

Left to right:  
Mary Fallis, RN, BSN  
Surgical Unit, Parkview Hospital  
Sonya DuBose, RN  
Parkview Heart Institute  
Susan Clune, RN, BS  
Educator, Nursing Education and Clinical Excellence  
Parkview Hospital



# PARKVIEW WHITLEY HOSPITAL NURSES PLAN TO PROVIDE A HOLISTIC CARE ENVIRONMENT

By Bridget Dolohanty-Johnson, MSN, APRN, BC

Vice President, Patient Care, Parkview Whitley Hospital

In March 2007, a core group of nurses and administrators at Parkview Whitley Hospital began a journey that focuses on providing a nurturing and holistic environment to patients who will receive care at the new hospital that opens in 2011. Aimed at creating comfort and security for the patient and an improved work environment for nurses, project guidelines were developed by staff to include patient safety and quality and process efficiency as their number one priority.

All rooms are private and will include non-slip floors, unobstructed pathways and restrooms close to the patients' beds. These features will help to reduce potential patient falls and promote safety. In addition, staff proposed amenities that promote process efficiencies for nurses, including:

- Bedside computers that eliminate unnecessary steps
- Lift equipment that reduces injury for patient and nurse
- Large doorways that provide sufficient room for easier patient portability
- Isolation equipment immediately inside the door of the patients' rooms, eliminating unnecessary steps and saving time

Facility amenities offered will increase comfort, reduce stress and promote patient healing:

- Noise reduction
- Increased natural light
- Tranquil healing garden
- Soothing interior and exterior colors
- Soft lighting

Parkview Whitley Hospital staff members are working together to provide a safer, more comfortable environment in which patients can receive care and nurses and physicians can practice.

Staff members involved in the project include: Susan Wood, RN, Family Birthing Center; Melissa Stuckey, RN, Medical/Surgical Unit; LaToshia Gilbert, RN, Coronary Care Unit; Marla White, RN, Surgical Services; Linda Walker, RN, Surgical Services; Tina Atkinson, RN, Emergency Department; Rhonda McKinney, RN, Emergency Department; Melissa Hile, RN, Emergency Department.



Left to right:  
LaToshia Gilbert, RN  
Coronary Care Unit, Parkview Whitley Hospital  
Melissa Stuckey, RN  
Medical/Surgical Unit, Parkview Whitley Hospital

## **PARKVIEW NOBLE HOSPITAL BEDSIDE NURSES RESTRUCTURE WORKFLOW PROCESS**

**By Cathy Byrd, RN, BSN, MBA**

Vice President, Patient Care, Parkview Noble Hospital

In September 2008, Parkview Noble Hospital opened a new Endoscopy Center. Creation of this facility allowed Surgical Admissions Unit (SAU) nurses to redefine their workflow. Since the nursing staff members are familiar with workflow, their contribution was integral to the design process of the new facility. Their expertise was needed to restructure patient admission treatment and discharge processes.

Facilitating the project, Charlotte Olsen, RN, manager, Operating Room, met regularly with a team of unit nurses, including Ray Clark, RN, BSN; Holly Jennings, RN, BSN; Ronda Kleeberg, RN; Jane Londt, RN; and Katie Wysong, RN, to map the current workflow process and identify opportunities for streamlining.

Each step in the patient-care process was identified, along with the amount of time needed for completing clinical evaluations. While reviewing the necessary steps to care for pre-operative patients, the group identified that physical assessments took 30 to 60 minutes to perform on the day of the surgery. More time was still needed to complete other tasks.

Having just one nurse assigned to assess patients prior to the day of the surgery saves as much as eight hours per day, enabling nurses to utilize their time more efficiently. Since implementation of the new process, a unit nurse now compiles and documents the patient's medical history and provides procedural education during the preadmission process or via phone.

Although the team made small process changes, nurses are able to save time and meet unit staffing needs as well as provide excellent patient care. This team project empowered nurses and created awareness of their ability to change their work environment.

## **PARKVIEW HUNTINGTON HOSPITAL TISSUE DONATIONS EXCEED NATIONAL AVERAGE FOR 2008**

**By Linda Prus, RN**

Director, Patient Care, Parkview Huntington Hospital

In 2008, six families generously donated organs to Parkview Huntington Hospital to help persons in need of an organ transplant. Nationally, tissue donation consent rates average 40 percent. Parkview Huntington Hospital's consent rate was 50 percent.

After a family has experienced the death of a loved one, the family members are approached by trained designated requestors. The family is addressed sensitively, respectfully and in a confidential manner to ensure that all needed information is provided and that an appropriate amount of time is made available to allow the family to make an informed decision.

Parkview Huntington Hospital has several registered nurses who serve as designated requestors. All of the nurses are shift supervisors. They include Vicki Harris, RN, BSN; Tammy Wall, RN; Steve Caley, RN; Jennifer Bomba, RN; Barb Bidwell, RN, MSN; Jodi Eckert, RN; Sharon Mason, RN, BSN; and Debra Jeffers, RN.

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“With the extensive training we are given, we are able to approach families in a way that is comfortable for them,” said Caley.

Parkview Huntington Hospital assisted in the procurement of the first umbilical cord and placenta donation in October 2008. Human umbilical cords are used as a therapy treatment for immune and inflammatory diseases or for regeneration of the musculoskeletal system.

Each year, Donor Services of Indiana provides a comparison update of hospitals in the state, and the statistics for our community hospital are outstanding. Skill and technique of the designated requestors impacts a family’s decision to donate. Parkview Huntington Hospital’s consent rate success is attributed to the requestors’ sensitivity to the families’ needs.

## **PARKVIEW LAGRANGE HOSPITAL PARTICIPATES IN STATEWIDE INITIATIVE**

**By Peggy McKee, RN, BSN, MPA**

Vice President, Patient Care, Parkview LaGrange Hospital

Reducing hospital-acquired pressure ulcers is a Parkview LaGrange Hospital patient safety initiative. Patients with mobility constraints, nutritional impediments and hospital stays beyond the typical acute-care setting have a higher risk of developing pressure ulcers. Nursing care is a key factor in preventing this occurrence.

Parkview LaGrange Hospital’s Swing Bed Program provides comprehensive, short-term, inpatient nursing and rehabilitation services for patients who are making the transition from a hospital stay to home following a stroke, joint replacement or severe injuries. These patients typically are at risk. For this reason, the hospital has partnered with Parkview Home Health & Hospice as a participant in the Indiana Pressure Ulcer Initiative (IPUI).

Several Parkview LaGrange Hospital nursing staff members who are leading the project include Judy Darr, RN, Medical/Surgical Unit; Christina McDonald, RN, manager, Medical/Surgical Unit; and Marcia Cripe, RN, Medical/Surgical Unit. They attended an IPUI conference that enabled them to network with colleagues from 38 other hospitals in Indiana and learn about best practices.

Throughout this initiative, nurses will conduct hospital self-assessments, gather baseline data and provide ongoing data collection that measures the impact of changes in patient care. Cathy Hause, RN, MSN, FNP, BC, CWOCN, wound-care nurse practitioner, Parkview Hospital, is providing assistance and technical support for this project. Hause also provides a weekly outpatient wound and ostomy clinic at Parkview LaGrange Hospital.

Participation in the IPUI and continued usage of best practices are enabling Parkview LaGrange Hospital staff members to provide excellent care to every patient and to strive for a zero-incidence rate of hospital-acquired pressure ulcers.

## PARKVIEW NURSES PROVIDE SERVICE EXCELLENCE EVERY DAY, TO EVERY PATIENT

Did you know that each patient’s perceptions and satisfaction regarding his or her hospital stay are strongly influenced by the quality of nursing care delivered to them?

At Parkview, patient satisfaction is important. That’s why Parkview provides evidenced-based tools to support the care delivery process. Parkview nurses are proud to play an essential role in customer satisfaction. Nurses use tools to enhance each patient’s healthcare experience, including:

- Hourly rounding — addresses each patient’s needs
- AIDET (Acknowledge, Introduce, Duration, Explanation and Thank You) — a training tool that helps to enhance communication when interacting with patients
- Thank you notes — following discharge
- Shift reports and white boards — for communicating the patient’s expectations for, and perceptions of, service and quality

Andrew Casper, RN, ASN  
Charge Nurse, Medical Telemetry, Parkview Hospital



## LOVING WHAT YOU DO WHILE CARING FOR YOUR PATIENTS

By Janet Hunter, RN, BSN, MPA, NEA-BC

Manager, Center for Nursing Excellence, Parkview Hospital

Parkview North Hospital Emergency Department consistently ranks in the top 10 percent of hospitals nationwide for providing excellent service as ranked by Professional Research Consultants, Inc. (PRC) — a nationally known healthcare research company. Achieving high standards is a result of various efforts, including teamwork, patient rounding, discharge phone calls and using key words at key times to enhance patient safety.

Years of experience in emergency services contributes to a sense of clinical confidence that enables nurses to concentrate more of their time on the individual needs of the patient and family, satisfying our guests’ expectations.

Staff members demonstrate a sense of pride and professional fulfillment reflecting their passion for nursing. That’s why Parkview North Hospital Emergency Department provides excellent service.

Continued »



## EXCELLENT STANDARDS

“We work together to achieve the excellent standard of care by educating, informing and affectionately caring for patients and their families.”

Tracy Busch, RN  
Emergency Department  
Parkview North Hospital

« Continued

## EXCELLENCE IN THE MAKING

By Jordi Disler, RN, BSN

Director of Nursing, Parkview Ortho Hospital

In late 2007, the joint venture of the Orthopaedic Hospital at Parkview North and ONE (Orthopaedics Northeast), Fort Wayne — now Parkview Ortho Hospital — set a benchmark for service excellence. Staff members’ number one priority was to provide excellent care to every patient, every day.

From the initial greeting of the Guest Services representatives to the final goodbye at discharge, staff members continually strive to improve communication among departments and with patients and families.

Keeping communication at the heart of the practice requires staff engagement during each improvement process. Interdepartmental unit teams made recommendations for communication improvements for patient-care areas, including nurse-to-patient, physician-to-nurse and staff-to-staff interactions.

Shortly thereafter, the Patient Care Education Resource Team identified an opportunity to improve the quality of the shift-to-shift report, a tool for communicating patient information. By 2009, a standardized process led to improved communication of patient information between caregivers. This important quality and safety initiative decreases the risks of clinical error and missing patient information. Another benefit from the initiative is a decrease in the number of patient falls.

Orthopaedic Patient Care Inpatient Department and Outpatient Surgery Department excelled in the area of communication improvement. According to PRC, respectively, the Inpatient Department ranked in the 95th percentile nationally, while the Outpatient Surgery Department improved its score almost 40 percentage points. Through communication, members of these departments are able to provide guests with what they need and want — a key to the hospital’s success.

**“Communication is the essence of patient quality and safety. Parkview Ortho Hospital has been instrumental in raising the bar for customer satisfaction through positive communication.”**

Jordi Disler, RN, BSN  
Director of Nursing, Parkview Ortho Hospital

# IMPROVING CARDIAC SURGICAL OUTCOMES THROUGH NURSE AND PHYSICIAN COLLABORATION

By John R. Stanford, MD

Chief Medical Officer, Parkview Hospital

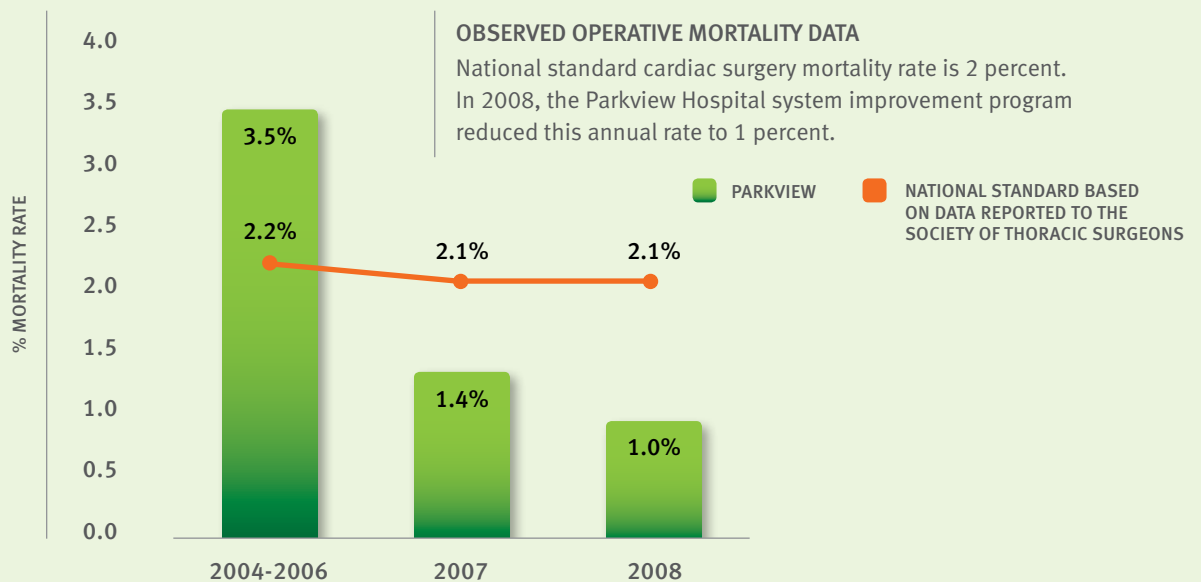
Recent research from “The Occasional Open Heart Surgeon Revisited,” *Journal of Thoracic and Cardiovascular Surgery*, Joseph Carey, MD, shows that surgical outcomes are much more dependent on the system of care at the hospital rather than on individual expertise of the surgeon.

In 2006, Parkview Hospital Cardiovascular Division physicians and nurses began meeting monthly at the Morbidity and Mortality Conference to discuss ways to improve coronary bypass surgery outcomes. Since its inception, the team — comprising staff members of Cardiovascular Surgical Telemetry Unit, Medical Intensive Care Unit, Operating Room, Cardiac Catheterization Laboratory and Surgical Admissions Unit physicians and nurses — has seen dramatic improvements as measured by the quality metrics from Parkview Hospital’s Surgery Division.

At each conference, staff members discuss adverse events of the previous month and offer suggestions for improving situations. Adverse events are regarded as opportunities for improvement.

As the project has progressed, recommendations have included assigning a nurse clinical coordinator — who facilitates patient care between the physician and nurses and coordinates immediate implementation of agreed-upon system changes — to monitor all cardiac surgical patients on a daily basis.

Team success is attributed to collaboration and commitment of staff members who want to make a difference in lives of the patients. Our motto is, “Best care, every patient, every day,” said Dr. Stanford.



On the cover (left to right):

**Kelly Vandemark, RN, BSN**  
Pediatric Unit, Parkview Hospital

**Marilyn Emmert, RN, BSN**  
Emergency Department, Parkview LaGrange Hospital

**Richard Cain, MS, RN, SA, AAS**  
House Supervisor, Parkview Behavioral Health

Below (left to right):

**Trisha Short, RN, BSN**  
Oncology, Parkview Hospital

**Linda Wright, RN**  
Hospice, Parkview Hospital



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