



2007

*Nursing Annual Report*  
**The Year of Legacy**



*We are what we repeatedly do. Excellence, then, is not an act but a habit.*  
*- Aristotle*



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**Our Mission** – Above all else, we are committed to the care and improvement of human life. In recognition of this commitment we strive to deliver high quality, cost effective healthcare in the communities we serve.

**Our Vision** is to become nationally recognized as a highly skilled, *compassionate* team of healthcare providers committed to excellence in serving a diverse population. We will strive to promote creative services to support, educate, motivate and *heal*. At all times, we will practice with accountability, recognizing the privilege of serving the public in a premier state of the art facility. We will be the hospital of choice for employees, physicians, patients and their families. We will “be there”.

## Our Five Indicators of Success

- ◆ Employee Satisfaction
- ◆ Patient Satisfaction
- ◆ Physician Satisfaction
- ◆ Continuous Performance Improvement
- ◆ Community Involvement

## Message from Our Chief Nursing Officer

The year 2007 was a wonderful and productive year for nursing at Plaza. The goal of the pronounced “Year of Legacy” was that each department would leave a footprint of their contribution to the success of our organization. Nursing certainly accomplished this goal—and in a big way. The entire culture and environment has transformed. The nursing organization made enormous gains in improving the health and treatment of the patients we serve. Physicians trusted us with the care of their patients and expressed their satisfaction by ranking Plaza nurses in the top 25% of HCA. To show our commitment to quality and professionalism, we set a goal to increase the number of nurses with nationally recognized nursing specialty certifications. To date, we have 35% of our nurses certified. As part of the “Year of Legacy”, we started the “Tree of Certifications” and displayed it for all nurses, staff members, physicians, patients, and visitors to see for years to come. The branches on our tree will continue to grow as our nurses continue to expand their knowledge and enhance their careers. The tree stands as a visual confirmation of what HCA employees already know—our nurses go above and beyond to provide exceptional patient care.



Terryl Kendricks, RN, MSN  
Chief Nursing Officer

The Nursing Department at Plaza Medical Center made great strides in 2007 on our Journey to Nursing Excellence. Our goals are aligned with those of the organization as we sharpen our focus on the “Five Indicators of Success.” In 2007, our patient, employee, and physician satisfaction scores ranked among some of the best in the company. For example, in employee satisfaction we ranked in the first quartile. We displayed incredible progress in our “Continuous Performance Improvement” indicators and received the “Quality Award of Excellence” by the State of Texas for our success in performance of our CORE Measures. Plaza became the first hospital in Texas to receive the coveted Total Hip and Total Knee Replacement Joint Commission Accreditation. Recognizing their duty to give back to the community, Plaza nurses raised vital dollars and donated hours of their precious time to the benefit of many charitable organizations in the Fort Worth community.

Each year brings a new set of challenges—and this year is no different. We can not afford to become complacent or to take a step back. We must continuously improve as we strive for excellence. Ours is a fluid business—with constant promotion, turnover, and successful recruitment. As the organizational chart changes, the players may vary, but maintaining clear vision, intense focus on quality, and properly aligned business and clinical strategies will keep us on the path for success. Every day I am grateful for the contributions that our outstanding nurses make to our profession – contributions which truly make a difference in the lives of our patients and their families. It is with great pride that I can say that I am honored to be a part of this healthy organization.

**Terryl Kendricks, RN, MSN**  
Chief Nursing Officer



# Pursuit of Magnet... Our journey towards excellence

Each organization on the Journey to Nursing Excellence has a unique experience. The journey for Plaza Medical Center of Fort Worth is a truly amazing experience. We set out on our journey, in June 2006, to concentrate our nursing efforts on outstanding nursing care resulting in excellent patient outcomes. The Magnet approach is one that seemed so logical – provide a great environment for nurses to work and the patient will benefit most. We have spent the past two years documenting our progress, transforming our processes, and finding innovative and effective ways to enrich the environment for our nurses and their patients. We honor and respect the contribution of each individual nurse to our overall success. The members of the Magnet Steering Council have worked diligently for the past two years to collect the Plaza nursing stories of caring, compassion, courage, perseverance, and creativity. The lessons truly come from the journey and each one of us has learned immeasurably. June 1, 2008 is the date that we submit our document to ANCC. As we do so, we reflect on where we started, where we have been, and where we are going. What a journey! *by Kathy Cantu, MSN, RN, BC CEN CDE; Director of Nursing Quality, Magnet Program Coordinator*

## Magnet Steering Council

The purpose of the Magnet Steering Council is to:

- Promote and evaluate nursing practice to achieve quality outcomes that meet our patient, nurse expectations.
- Identify and collect evidence that demonstrates how we meet the Magnet designation criteria.
- Serve as experts on the 14 forces of Magnetism.
- Submit successful documentation of the criteria.
- Plan and prepare for the Magnet surveyor site visit.

## Magnet Steering Council Members

**Chair:** Kathy Cantu, MSN, RN, BC CEN CDE  
**Sec.:** Joyce Putnam, MSN, RN, APRN, BC, CCRN

### FORCE I – QUALITY OF NURSING LEADERSHIP

Terryl Kendricks, MSN, RN  
Chief Nursing Officer

### FORCE II-ORGANIZATIONAL STRUCTURE

Susan Setterlund, MSN, RN, CDE  
Manager—PACU, PAT

### FORCE III-MANAGEMENT STYLE

Erin Granvold, MSW, MHCA  
Director of Ortho/Neurosciences

### FORCE IV-PERSONNEL, POLICIES, AND PROGRAMS

Vicki Bragg, MBA, RN, CNA, BC  
Director of Nursing Operations

### FORCE V-PROFESSIONAL MODEL OF CARE

Lorella Deleon-Miller, MBA, RN, CNA, BC  
Manager—ICU, CCU, ED

### FORCE VI-QUALITY OF CARE

Kathy Cantu, MSN, RN, BC, CDE, CEN  
Director of Nursing Quality

### FORCE VII-QUALITY IMPROVEMENT

Kathy Shumaker, MS, RN  
VP Quality Management  
Joyce Putnam, MSN, RN, APRN, BC, CCRN

### FORCE VIII-CONSULTATION AND RESOURCES

Meghan Trahan, MSN, RN, CNS, BC, CCRN  
Critical Care CNS

### FORCE IX-AUTONOMY

Mary Beth Tekell, MSN, RN, CNS, BC  
Neuroscience Coordinator

### FORCE X-COMMUNITY AND HEALTHCARE ORGANIZATIONS

Joyce Putnam, MSN, RN, APRN, BC, CCRN

### FORCE XI-NURSES AS TEACHERS

Marci Ayers, BSN, RN, BC, CMSRN  
Clinical Educator

### FORCE XII-IMAGE OF NURSING

Rhonda Cowden, BSN, RN  
Manager, PCU

### FORCE XIII-INTERDISCIPLINARY RELATIONSHIPS

Karen Goodson, RN  
Informatics Nurse

### FORCE XIV-PROFESSIONAL DEVELOPMENT

Kathy Cantu, MSN, RN, BC, CEN, CDE  
Director of Nursing Quality

### MEMBERS

Robin Evans, BSN, RN, CCRN – Neuro ICU  
Hilda Davis, RN - Med/Surg

### EDITORS

Kathy Cantu, MSN, RN, BC, CEN, CDE  
Director of Nursing Quality  
Meghan Trahan, MSN, RN, CNS, BC, CCRN  
Critical Care CNS  
Joyce Putnam, MSN, RN, APRN, BC, CCRN

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Eunice Macauley, RN, MSN, MBA  
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Mark Parks, M.Div, PhD, Chaplain



## ***Excellence is never an accident...***

This nurse is a hero and a guardian angel. She quietly goes about her sense of responsibility to serve others without even imagining the positive impact that she has on an individual's life. She is a role model for nursing. She has exhibited compassion and a caring spirit in each patient she touches. The letters of gratitude from patients and their families are too numerous to count. It is just a part of her being. Her key quality is "time." Every letter will start out with thank you for this nurse she took the "time" to hold my mother's hand, encourage us or just listen. She never appears rushed or frustrated when dealing with patients or their families. She views "time" as a precious commodity and cherishes every moment when dealing with a patient or family situation.



Bonnie Gregory, RN, Resource Pool  
2007 DFW Great 100 Nurses

This nurse is a leader not only in the hospital, but in our community. She goes the extra mile to assure her department shifts are adequately staffed to provide quality patient care. She serves as mentor to new nurses. This nurse also serves in the military and is at times called away to provide service for our country. She has experience in providing nursing care in some of the most primitive environments you can imagine; but somehow she managed to survive. Not only did she survive but she was so intrigued with the opportunity to serve our country she volunteered for an additional tour of duty. This nurse has been responsible for opening makeshift hospital clinics in the field to care for our wounded men and women of the military. She has translated this experience into the hospital setting and is most appreciative to provide care in as she would phrase it "home."

Her most significant contribution and demonstration of compassion were to my family and me. She personally did not know me; but knew of me. But this nurse ended up being my guardian angel. Recently my significant other was diagnosed with a brain tumor and eventually died. I did not know that she was the angel in the night caring for my loved one. She attended his funeral when he died; and eventually became my guardian angel by periodically sending me cards and notes of encouragement. She always checked to see how I was doing. I stopped one day to thank her for her comforting words and caring spirit. I told her how I was surprised, but it meant a lot to me. She said I had to do it, you meant so much to that man. He wouldn't have wanted it any other way. I could only respond with "WOW". I was speechless. One cannot imagine how timely those cards and emails were. They always appeared at my lowest moments and somehow the comments from my angel lifted my spirits. Now that's a nurse! - **Letter written to nominate Bonnie Gregory, RN, Resource Pool, for Dallas/Fort Worth Great 100 Nurses in 2007.**

## ***Our Coach of the Year...***

Plaza is excited to announce our 2007 "Coach of the Year." This well earned award was given to **Hilda Davis, RN**. Hilda has been a PBDS Coach since 2003 and has successfully coached many new nurses on 6 West. When coaching a new nurse Hilda displays a caring, welcoming attitude and makes the new nurse feel at ease by gradually introducing them to Plaza staff and physicians. Hilda has a wealth of knowledge and guidance to share. She accepts the role of being a coach with great responsibility which demonstrates her passion for mentoring others. Our nursing students always mention Hilda as one of their favorite teachers/preceptors.



Coach of the Year (2007) presented by Terry Kendricks, CNO (right) to Hilda Davis, RN, 6 West (left)

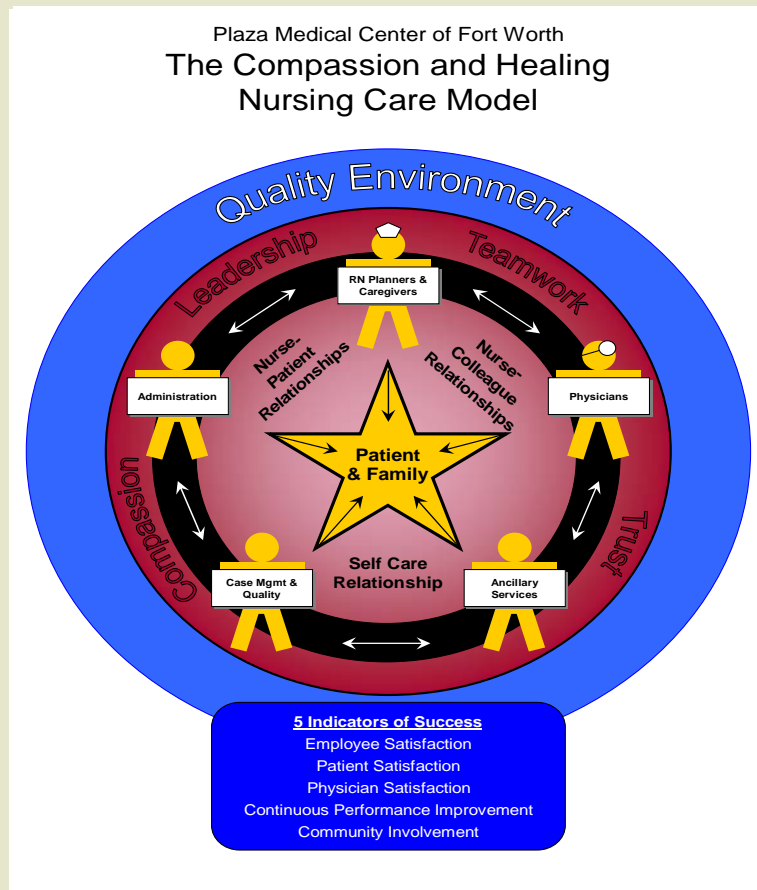
## ***Our Most Student Friendly Unit...***

**6 West**—Medical/Surgical Unit was nominated by our nursing students as the most student friendly unit in the hospital. Several of the nurses from 6West were also nominated as student friendly.



# Model of Care

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The nursing staff is given both the responsibility and the authority to provide appropriate nursing care, utilizing the Compassion and Healing Nursing Care model, to meet the needs and requirements of the patients we serve.

Our customized relationship based care delivery system known as The Compassion and Healing Nursing Care model was developed by our Nurse Practice Council. This model, essentially a modification of primary nursing based on the core concepts of *Caring* and *Healing Relationships* at the point of care, was derived from The Theory of Human Caring, by Jean Watson, and Relationship Based Care: A Model for Transforming Practice. The model, also influenced by the Texas Board of Nursing, the Texas Nurse Practice Act and professional organization standards including the American Nurses Association standards of practice, helps us fulfill our mission and vision.

Based on this model our **patients and their family** is the focus of care. We strive on a daily basis to deliver a high level of **compassionate** care within a **quality environment** conducive to holistic healing. We elicit the **leadership** qualities within each of us to create an environment where **trust** and **teamwork**, based on healthy **intra** and **inter personal** relationships and communication, exist in order to deliver safe, ethical, and efficient patient care. Every staff and employee from each department in this hospital, including our nursing personnel, our case management and quality team, our physicians, all ancillary personnel, and the administration team, work collaboratively toward the holistic healing and caring of our patients.

*“Great things are not done by impulse,  
but by a series of small things brought together”  
– Vincent Van Gogh*

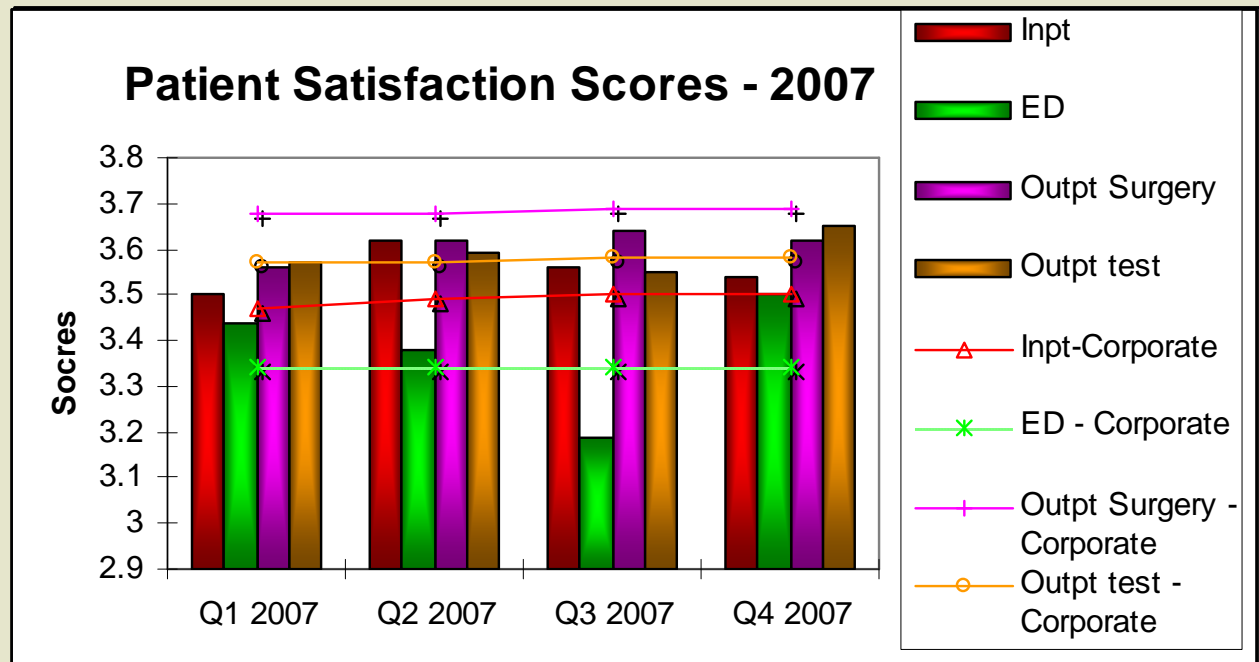


## Patient Satisfaction

Plaza Medical Center's nursing staff strives to provide a high quality and compassionate care in a manner that exceeds our patients' satisfaction. Over the past year our nursing departments implemented a variety of programs and initiatives to address patients' needs and help increase their comfort and satisfaction during their time spent at our facility as they heal.

During 2007, our Inpatient and Outpatient Testing satisfaction scores were significantly higher than the HCA Corporate benchmark and ranked us within the 1<sup>st</sup> and 2<sup>nd</sup> quartile, throughout the year, out of approximately 179 HCA hospitals within the nation.

Staff, managers, and directors of ED and Outpatient surgery areas are addressing underlying reasons to help improve patient satisfaction and surpass HCA Corporate benchmark.



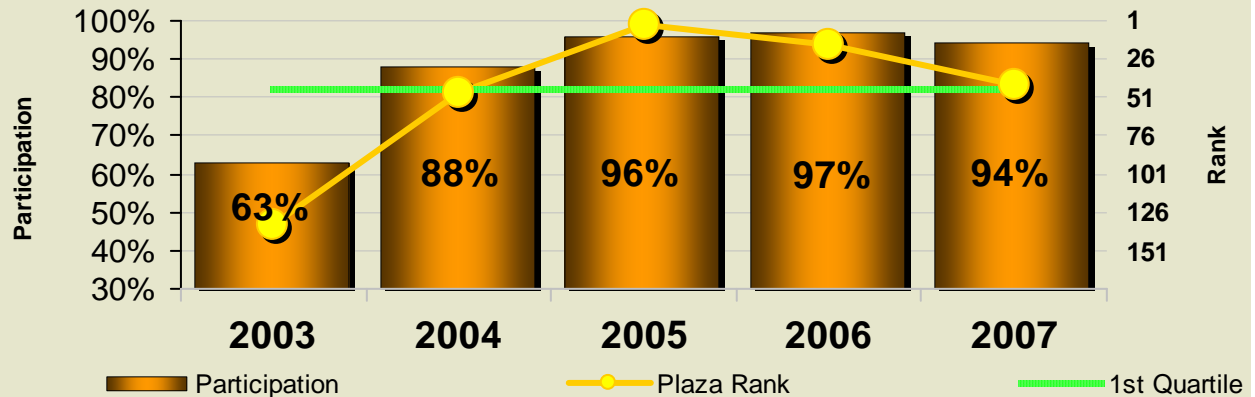
## Magnet moment

John, RN a nurse in the NICU was taking care of Mr. S, a patient with esophageal cancer. Mr. S had been through several life changing surgeries and procedures. His wife was at his bedside throughout his long stay in the NICU. Their anniversary fell on a day he was still in the NICU. John heard about their anniversary from Mrs. S. He arranged for them to have some special time together. He created an environment where the two could celebrate their anniversary even though Mr. S was terminally ill. The staff dimmed the lights, played soft music and provided uninterrupted time the couple could spend together. The nurses provided his spouse with a memory that she will carry forever.

*"The purpose of human life is to serve, and to show compassion  
and the will to help others"*  
— Albert Schweitzer

# Employee Satisfaction

Employee participation in our annual employee satisfaction survey has dramatically improved over the past few years. For our employee satisfaction level, we continue to maintain our 1<sup>st</sup> quartile ranking for 179 HCA hospitals in the nation. We will continue to work on opportunities identified on the survey so that we can continue to meet the needs of our employees.



Our top five **strengths** are:

- I have a very clear idea of my job responsibilities.
- I understand how the work I do contributes to the overall success of the facility/company.
- I feel I make an important contribution to my facility, patients, and fellow employees.
- My job makes good use of my skills and abilities.
- People in my work group demonstrate the skills needed to meet patient/customer expectations.

Our top five **opportunities**, which are being addressed diligently, are:

- We have enough people in my work group to handle the workload
  - Hired 171 nurses in 2007
  - Implemented Staffing Crisis plan
  - Incentive for tenured staff
- I am satisfied with the amount of voice I have in the decisions that affect my work.
  - Encourage more participation in Unit based and hospital wide Councils
  - Implement system for employees to offer continuous feedback & suggestions
- I believe actions were taken as a result of the last annual employee survey.
  - Publicize progress or updates of action taken in Nursing newsletter
  - Communicate progress during quarterly employee forums
- I can count on senior leaders of this facility to follow through and do what they say they will do.
  - Hold leaders accountable for their department's level of service
  - On executive walk arounds do not share a vision or make a promise that will not be accomplished.
- My supervisor takes an active interest in my skills and career development
  - Increase praise to staff; accentuate positives, not negatives
  - Visibility and engagement with staff; be supportive and give feedback

*"The road of life twists and turns and no two directions are ever the same.  
Yet our lessons come from the journey, not the destination."*

*- Don Williams Jr., American Novelist and Poet*

## Retention and Recruitment

Nursing Recruitment at Plaza is soaring! We had a wonderful time filling greater than 170 nursing positions with our internship classes gaining increasing attention in the metroplex by following up with our nursing candidates within 24 hours of their application. We rolled out the Red Carpet for our Nurse Tech and Extern program to all of the North Texas HCA division with fabulous response from our sister facilities. We visited 5 area schools with breakfast or lunch with follow up letters and e-mails, so that we had an opportunity to share about our internships here at Plaza.

For 2008, we will be focusing more of our attention on retention. The employees that we currently have are phenomenal. We will be creating a retention team to come up with ideas so that the employees that we have can be the employees that we keep. We will be using the ideas of the retention committee to help increase satisfaction among nurses and in turn retain them.

## Can you hear me now?

"On our floor, we are very team oriented. We work well together. We feel we have a say in things. We talk to our manager. We can voice our concerns, likes and dislikes, in our evaluations."

– K. Ahmady, RN, 7 East

"The image of nursing to me here is inspiring especially seeing how hard they have to work and the long hours. Even after all of that, it's so rewarding. It is inspiring to me because I want to be a nurse."

– M. Brewer, Unit Secretary, CVICU

"(The nurses) are very dedicated and professional. They love what they do and work well as a team."

– S. Cavazos, RN, Resource Pool

"I couldn't ask for a better charge nurse. We have a great staff. We like to joke around and have a great time. We are a great team."

– L. Llewellyn, LVN, 6 West

"I think that nursing input at the bedside level has greatly improved at Plaza and this in turn has positively impacted the quality of nursing. For example, during a follow up meeting w/ the CEO for new employees, one of my bedside nurses gave me a list of things that she saw on the unit that needs to be changed and had also mentioned some items to our CEO. Within a week my director was on the telephone with me and implementing suggestions made by these nurses. This is awesome.

– J. Larrimore, RN, Manager 5W



Plaza Nurse Managers

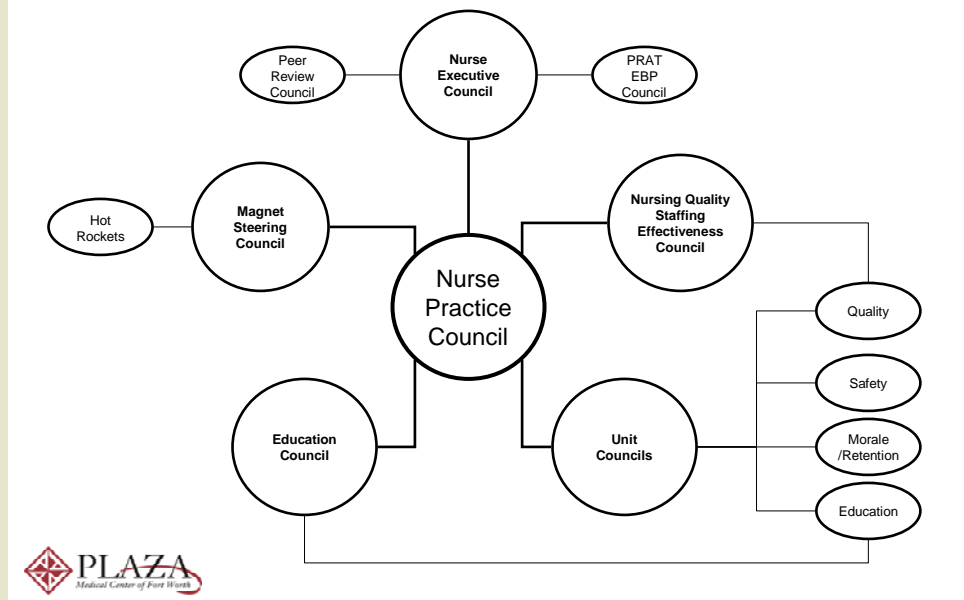
## Cultural Diversity...

Each year we celebrate the cultures that make us strong. We share our culture and beliefs at our annual Cultural Awareness Fair. We strive to develop non-judgmental acceptance of cultural differences in patients and coworkers and we use diversity as a strength to achieve mutually acceptable healthcare goals.



## Shared Governance

### Nursing Shared Governance Model



In 2007 we made great strides towards strengthening our shared governance model. We continue to see increase participation of nurses from all nursing units. Each unit has now started a unit based council and those unit councils that were in existence have become more active in the process.

The shared governance model allows for participation from nurses at all levels and from all areas of the hospital. The councils that comprise this network include Nurse Practice Council, Nursing Quality Council, Peer Review Council, Nursing Education Council, and Evidence-based Practice Council. Decisions about all components of nursing are made through the council activities.

At our nursing forum in October 2007, we highlighted our **6 West** Medical-surgical unit council for the lead they have taken in initiatives such as improving hand-off communication, revising and piloting the fall prevention program, and instituting measures to improve morale on their unit. The unit was also honored as the **most student friendly** unit in the hospital.

As these councils develop and mature, we see the nursing staff taking on more responsibility and accountability for their nursing practice.

## Nurse Practice Council

**Chair:** Sonya Owens, RN, BSN, CEN; **Secretary:** Margaret Nicholas, RN

The Nurse Practice Council (NPC) is our core council consisting of a nursing representative from each nursing unit in the hospital and also includes nurses from areas that do not report directly to the CNO such as perioperative areas and radiology.

The main purpose of this council is to promote and evaluate evidence-based nursing practice to achieve quality outcomes that meet our client's expectations.

The council brings nurses together to develop, review, and revise policies that pertain to nursing practice. This group ensures that all policies are relevant, accurate, and evidenced based. Support services representatives from pharmacy, lab, respiratory, etc are invited to meetings where there is discussion on changes in policy or practice that affect departments outside of nursing. Each member is responsible for sharing information from the council to their individual unit-based council to ensure that all staff has received the appropriate education related to changes. These nursing unit-based councils are our mechanism for empowering nurses at the bedside.

The NPC is also responsible for the planning of activities related to nursing. These activities include, but are not limited to the following:

- Planning of Nurses' Week Activities
- Planning quarterly Nursing Forums with the CNO
- Implementing strategies to improve nurse satisfaction
- Providing input into policies that affect clinical practice
- Providing input into RN educational offerings
- Evaluating staffing effectiveness measures
- Communicating nursing practice activities to all of nursing

## Nurse Executive Council

**Chair:** Terryl Kendricks, RN, MSN, CNO; **Secretary:** Emily Harrell, CNO Executive Assistant

The role of the Nurse Executive Council is to address various initiatives, involving nursing, to ensure that the five indicators of the organization's success are accomplished. Nurse managers and directors, team leaders, nurse educators, informatics, clinical nurse specialists, infection control, human resources, and risk management sit at the table to push nursing agendas forward. The focus of the council changes depending on the priorities of the organization.

## Nursing Documentation Council

**Chair:** Karen Goodson, RN, Informatics Nurse; **Secretary:** Joyce Thomas, HUC

The purpose of the Nursing Documentation Council is to promote and evaluate documentation practices to achieve quality that meets our clients' expectations.

## Nursing Education Council

**Chair:** Marci Ayers, RN, BC, CMSRN; **Secretary:** Randa Daily, RN, RCIS

The purpose of the Nursing Education Council is to determine nursing education needs, to establish and evaluate education programs, and to review and revise orientation programs, competency assessment, and course offerings accordingly. The goal is to provide ongoing quality education and to meet the learning and competency needs of nursing personnel at Plaza Medical Center.

### Activities and Accomplishments – 2007:

- Performed formal unit-based needs assessment in January, 2007.
- Determined and developed Annual Skills Fair stations based on needs assessment results, quality issues, and high-risk/low volume skills.
- Performed evaluation and separate needs assessment at Annual Skills Fair. Staff Development and Education Council met all majority requests in year 2007.
- Began planning of annual gala fundraiser event to create funds for nursing education at Plaza. First event to take place in late spring, 2008.
- Annual competencies revised and converted to be unit-based and in new standard format.
- Established process for rollout of ongoing unit-based competencies (“Skill of the Month” concept), taking the competency to the nurse. Initial rollout began in November, 2007.
- December, 2007: hospital administration determined to use nursing standardized competency template house-wide to meet JCAHO’s new requirement for standardized formatting.
- Council members began review of *initial* nursing competencies for their respective units. Initial nursing competencies to be revised in 2008.

### Goals for 2008:

- Continue development of ongoing “Skill of the Month” competencies and continue to improve and streamline ongoing competency processes.
- Increase online competency course assignments while minimizing Annual Skills Fair stations and minimizing annual checklists, with the goal of phasing out these last 2 processes to better meet JCAHO standards and decrease major expenditures of time and cost for all nursing staff meeting annual competencies simultaneously every year.
- Ongoing, unit/population-based, needs-based, high-risk/low volume, competencies to be met through “Skill of the Month” process and ongoing periodic online assignments in CEDirect and HealthStream. Periodic “mini-fair” events may be considered for *general* nursing skills needs, to meet house-wide needs.
- Complete the revision and implementation of all *initial* nursing competencies, which will be discipline-specific, unit-specific, and population-specific.



Practice Council meeting in session

## Nursing Quality/Staffing Effectiveness Council

**Co-Chairs:** Beth Reed, BSN, RN, C; Meghan Trahant, MSN, RN, CNS, BC, CCRN

The purpose of the Nursing Quality Council is to identify and monitor the quality of nursing care in order to achieve optimal patient outcomes while maintaining patient satisfaction and keeping costs to a minimum. The Nursing Quality Council is responsible for submitting data collected by patient care units to the National Database of Nursing Quality Indicators (NDNQI).

### Activities and Accomplishments 2007:

- Developed and approved bylaws for new council
- Education of council members and staff regarding NDNQI reports (National Database of Nursing Quality Indicators)
- Developed unit specific scorecards for quarterly reporting of Nursing Quality Indicator results:
- Composition of council changed to majority of unit staff beginning July 2007. Members work with unit staff and managers to develop analysis and action plans for each indicator each quarter.
- Hospital overview of indicator results, analysis, and action plans reported quarterly to Performance Improvement/Patient Safety Council and Nurse Executive Council.
- Presented information on new unit specific scorecards at hospital-wide Nursing Forums.
- Formed VAP action group with members from all critical care areas, respiratory therapy, infection control, and education. Incidence decreased from 1Q 2007 to 3Q 2007 in all critical care areas with two units having no cases of VAP in 3Q 2007.
- Percent of patients with hospital acquired pressure ulcers decreased on all but one unit from 1Q to 3Q 2007.
- Skin Team formed by R. George, RN, WOCN, with members of council and additional unit staff to perform skin assessments on all patients one day per month (on the same day).
- First Skin Team assessment performed December 2007.
- Quality Management representative provided education regarding Pneumonia Core Measures and action plan development. Pneumonia Core Measure Performance improved overall from 1Q to 3Q 2007 in areas of Smoking Cessation Counseling and Pneumococcal Vaccine Compliance. Oxygen Assessment Compliance remained 100% for all quarters. Decrease in restraint use by 50% or more for the majority of units from 2006.

### Goals for 2008:

- Continue to monitor unit specific indicators and identify areas of opportunity for improvement, analyze data, and develop action plans as needed.
- Work with other councils/committees as appropriate in analyzing and developing action plans for specific issues, i.e. Falls Committee, Education Council, Nurse Practice Council, etc.
- Increase communication of quality indicator performance results between council members, unit staff, and managers.
- Continue to develop analysis and action plans with increasing specificity for all units and indicators.
- Develop unit specific analysis of falls and discuss/share action plan proposals for implementation.
- Continue to monitor VAP indicators and utilize action group for planning and education.
- Add new indicators for monitoring as required to meet specific unit needs.

## Nurse Peer Review Council

**Chair:** Diane Wright, RN, BSN; **Secretary:** Sue Hall, RN

The purpose of the Nurse peer Review Council is to identify and monitor the effectiveness of peer involvement in the organization, evaluation, and performance of the nursing departments and to assure that all nursing issues, that fall under the criteria stipulated by the Texas Nursing Peer Review Law, are conducted appropriately as designated by the Texas Nurse Practice Act.

Accomplishments 2007:

- Researched and presented articles related to Peer Evaluation Process.
- Developed and approved the tool to be used for peer evaluation.
- Developed and presented guidelines to the Nurse Managers for the implementation of the peer review process and tool.

Goals 2008:

- Monitor and analyze Peer Review Evaluation Process for improvement opportunities.
- Develop, educate, and implement the process of peer involvement in the interview process
- Continue to use the Texas Nurse Practice Act as a guideline to assure the board required Peer Review Process is followed appropriately as outlined by the Texas Board of Nursing

## Evidence-Based Practice Council

**Chair:** Sue Setterlund, RN, CCM, CDE; **Secretary:** J. Putnam, MSN, RN, APRN, BC, CCRN

The purpose of the Evidence Based Practice Team is to establish networks to facilitate exchange of information and collaborate in research at the staff nurse level and to assist the staff nurse in conducting Research and Evidence Based Practice projects. Additionally the EBP team creates a supportive research environment and provide educational program to improve nursing knowledge of research.

Accomplishments 2007

- Evidenced based practice brochure
- Completion of one research project
- IRB approval of additional research project
- IRB nurse representative
- Strategic plan in place

Goals 2008

- Increased use of Evidence Based Practice throughout the facility
- Increased Journal Club participation and participation.
- Complete an additional research study
- Every unit will complete an Evidence Based Practice Poster on a pertinent practice question

## ***Excellence...Based on research by one of ours***

At the 54<sup>th</sup> AORN Congress held in Orlando, Florida during March 11-15, 2007, out of over 150 posters, Elnora Anderson's, RN, MSN, from PACU, poster on *Bowel Prep Effectiveness: Inpatient and Outpatient* was awarded with one of the Poster Excellence Awards. Her poster reflects the research project she conducted at Plaza gathering information describing the visualization of the bowel related to the inpatient and the outpatient undergoing Colonoscopy. While there was no clinical variation between the inpatient and the outpatient preparations there was demonstrated opportunities for improvement relative to the documentation and consideration for some products that tended toward increased incidence of nausea and vomiting in this small sample



## Support for Nursing Education

### The Learning Institute Programs for Nursing by Eunice Macauley, RN, MSN, MBA

One innovative solution we implemented was creating a JCP and basically "grow our own." Established as the Learning Institute (LI) in June 2006, the goal of this JCP is to assist and allow interested employees at varying levels of readiness to gain the necessary knowledge, skills, and credentials to qualify for advancement in healthcare positions.

- **Associate Degree in Nursing (ADN) programs** – Partnership developed with Tarrant County College to telecast the ADN coursework and offer clinicals at PMC. Tuition, fees, books and uniforms are paid up-front for pre-entry & RN coursework. A 2-year pay-back is required upon RN licensure. Six employees from PMC and North Hills Hospital (sister facility) started the program in August 2007 and will graduate in May 2009.

Plaza Medical Center has led the path and will continue to lead the path for the division-wide implementation of the Learning Institute Programs. There are currently 50+ PMC and North Hills (NHH) employees enrolled in pre-entry RN coursework. These employees are getting prepared to apply for the fall 2008 or fall 2009 ADN program.

Due to the success of implementing the ADN program at PMC and the increasing interest from employees, starting in fall 2008, the ADN program will be extended to four other HCA hospitals in the North Texas Division. In implementing this program division-wide, HCA North Texas Division has formed a partnership with El Centro College (part of the Dallas County Community Colleges) to offer the 2yr ADN coursework to employees from these six different hospitals

- **LVN to ADN Program** – Partnership formed with Hill College School of Nursing to offer a 13-month program for Licensed Vocational Nurses (LVNs) employees to advance their careers and become RNs. Tuition/Fees/Books/Uniforms paid up-front for pre-entry & nursing coursework; clinicals offered at PMC. A 2-year pay-back is required upon RN licensure. Three employees enrolled in June 2007 and will graduate in May 2008.
- **RN to Bachelor of Science (BSN) Program** – Partnership formed with The University of Texas at Arlington School of Nursing to offer a 1yr program of BSN coursework for RNs seeking their BSN degree. Initial class started in January 2007, with 8 RNs from PMC and NHH, completing their BSN coursework in December 2007. Second class comprised of 15 RNs starting in January 2008. Tuition/Fees/Books/Uniforms paid up-front for pre-entry & nursing coursework. Classes are offered one day per week at PMC. A 1-year pay-back is required once BSN completed. The 2007 year of partnership was funded by a grant obtained from the Dallas/Fort Worth Hospital Council.
- **Certification Program** - 12 employees completing 3-part national certification program (PCT, EKG, and Phlebotomy) offered by UTA Continuing Education for non-licensed employees – funded by Grant received from Texas Workforce Solutions (\$45,000). 5 employees from EVS and Dietary transferred/promoted to Patient Care Assistant.

*Learning is not attained by chance;  
It must be sought for with ardor and attended to with diligence.  
- Abigail Adams, 1780*

## Our Red Carpet Program for Nursing Students Clinical

by Marci Ayers, BSN, RN-BC, CMSRN

Plaza's Red Carpet Program for nursing students (frontline nursing staff take ownership of facilitating a great clinical experience) has been so successful, the entire HCA North Texas Division (12 regional hospitals) is adopting and standardizing these initiatives throughout.



The Red Carpet philosophy is based on the following principles:

- Not only are we "Nurse Friendly," we believe we are the most "student friendly" hospital in the DFW metroplex and we plan to become even better!
- We believe that in doing so, our patients receive the very best of care.
- We believe nursing students are a vital part of our nursing team while they are in our facility.
- We desire to be the first hospital of choice that comes to the minds of nursing students as they anticipate graduation.

Our Promise, from each and every nurse at PMC, to each Nursing Student at our facility:

- Strong interpersonal, communication skills with patients, families, and students.
- Sense of empathy & ability to nurture
- Respect for each other's needs
- Willingness to share experiences with others
- Good sense of humor
- Good working relations with instructors, students, and coworkers
- Energy, passion, and a positive attitude

## Our Nursing Internship Programs

Graduate Nurses hired at Plaza complete a 13-week (Medical-Surgical) or 16-week (Critical Care) internship, consisting of full-time didactic and clinical hours to help transition the newly graduated nurse from academia to acute care nursing practice on a specified unit in our hospital. Medical-Surgical internships include Orthopedics, Neurology, and Oncology, General Medicine, and General Surgery areas. Critical Care internships include ED, CVICU, NICU, Coronary Care/Medical Intensive Care Unit, Cardiac Cath Lab, Coronary Care PCU, Cardiac/Neurological PCU, and CV PCU. All GN Interns are assessed with the PBDS medical-surgical baseline assessment, and all orientation paperwork required for the experienced new-hire is also required for the GN Intern throughout the entire internship term. In addition, interns complete special assignments and tests during their curriculum to continue with needs assessment, feedback on teaching effectiveness, and for documentation of progress and growing competency. During 2007 a total of **29** graduate nurses successfully completed our internship programs.



June 2007 Intern Group with Intern Coordinators—  
Marci Ayers, RN & Meghan Trahan, RN

## Nursing Continuing Education Programs 2007/2008

The Nursing Education department offers tremendous continuing educational programs year round. These courses not only counts towards contact hours for licensure and/or specialty certification renewal, but also keeps the bedside nurse updated with current trends and changes in healthcare delivery. Courses offered during 2007/2008 include:

### **Tension in Clinical Ethics** (1 contact hour)

This class is designed for the bedside care giver about clinical ethics and practical decision making during this stressful time. In addition, learn how the Ethics Committee can assist in resolving complicated ethical problems that affect the care and treatment of patients within the healthcare institution and the laws that are designed to support this decision making process.

### **Compassionate Care of the Bariatric Patient** (1 contact hour)

We want to provide patients at PMC with compassion by recognition of obesity as a health problem and a discriminatory factor in the patient's life. Dallas ranked 4th while Fort Worth ranked 13th in the annual survey of the fattest cities in America... If you don't provide direct patient care, your actions make a difference.

### **Let's Communicate** (4.0 contact hours)

This fun, interactive class is for all employees who desire to improve communication skills. What are the reasons for miscommunication? How can we more effectively communicate the message we intend? Attendees will gain insight into their own communication styles, identify personal strengths and areas for improvement, and learn techniques for optimizing communication with personality, age and cultural considerations.

### **Heart Failure** (1.0 contact hour)

Heart failure is one of the most difficult and challenging conditions for physicians and nurses to diagnose and treat. The aging of the US population and our success in treating acute cardiac syndromes mean that the prevalence of heart failure is increasing. Fortunately, we are learning much about the nature and treatment of heart failure. We now know of many surgical and pharmacologic therapies that are effective--and many that are detrimental. The goal is to translate best evidence-based therapies into clinical practice to impact the health and lifestyle of patients with heart failure.

### **Dysrhythmias, consequences, and therapies** (7.0 contact hours)

This course is designed to present the healthcare provider with principles necessary to identify ECG rhythms and determine a plan for treatment. Content covers a review of cardiovascular pathophysiology and electrophysiology; morphology of depolarization and repolarization; heart rate calculation; rhythm identification with specific consequences of each rhythm and current therapies.

### **Managing Conflict: Somebody's Got to do it** (4.0 contact hours)

This class is for all employees who deal with conflict in the workplace. The goal is to provide healthcare professionals advanced insight into their own conflict management styles and the styles of others, as well as interpersonal relationship strategies to promote conflict resolution while minimizing emotional escalation.

### **The Power of the 12 Lead ECG** (4.5 contact hours)

This course is designed to present the healthcare provider with principles necessary to read a 12-lead ECG. Content will include electrophysiology of the heart, lead placement, and the morphology of ECG waveforms, patterns associated with ischemia, injury, infarct, MI localization and correlation with coronary circulation. In addition, beginning concepts regarding LBBB, RBBB, and pericarditis are presented.

### **Saving Lives Through Research** (1.0 contact hour)

The first heart was transplanted into a human in 1964—it was a chimpanzee heart in a dying man!! Why did this happen...through research and experimentation. That is what research does...help answer questions! Come learn about the difference between nursing and medical research. Learn the importance of protocols during the research phase. Come and hear about current cardiovascular research at Plaza.

## Professional Certifications

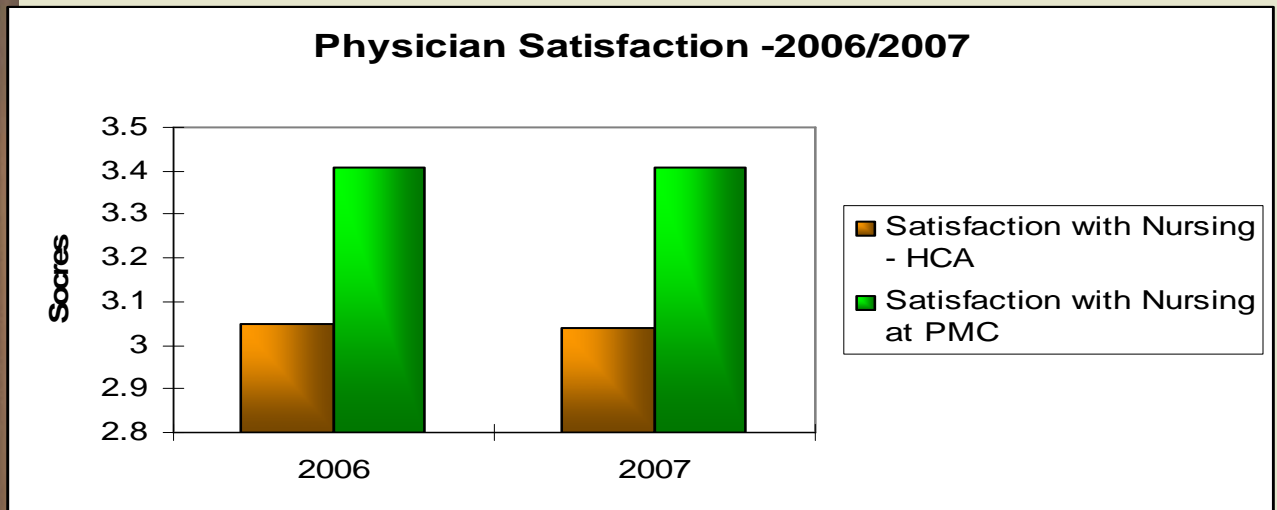
At Plaza Medical Center, we encourage and support our nurses to maintain & improve their skills and education related to their current position and/or advancement within the company. We salute our nurses who have obtained their professional certification. Specialty certification validates knowledge, professional skills, and clinical expertise and helps improve the image of nursing in the community. **GREAT JOB** to the following nurse:

Allen Hearn, RN, CNOR, CRNFA  
 Anna M. Buchanan, RN, CAPA  
 Anthonia Agboje, RN, BC  
 B. Watson, APRN, BC CNOR  
 Carol A. Vlasich, RN, CCM, CDE  
 Chantell Scott, RN CCRN  
 Christopher Sellers, RN, CCRN  
 Cintia Arcoverde, RN, OCN  
 Clayton T. Coleman, RN, CEN  
 Cynthia Hotopp, RN, C  
 Cynthia Howell, RN, BC, CDE  
 Darci L. Miklos, RN, CCRN  
 David D. Benton, RN, CNOR  
 Deanna Hackney, RN, CNOR  
 Debra E. Meeks, RN, CCRN  
 Delilah R. Riley, RN, CDE  
 Diana H. Nguyen, RN, C  
 Dianna J. Smith, RN, CNOR  
 Donna M. Williams, RN, CNOR  
 Earl Loyd, RN, CMSRN  
 Elizabeth A. Smelcer, RN, CAPA  
 Elizabeth Reed, RNC  
 Elizabeth Williams, RN, CNOR  
 Fatima Abiera, RN, OCN  
 Ferilina Dahlia, RN, C  
 George Hearn, RNFA, CNOR  
 Gina Grantham, RN, OCN  
 Glodean Brown, RN, C  
 Gloria J. Bernard, RN, BC  
 Gloria J. Steelman, RN, CDE  
 Gloria Reyna, RN, CGRN  
 Hector G. Arias, RN, OCN  
 Hoa Nguyen, RN, CCRN  
 Huoy N. Nhoy, RN, C  
 Ingrid Kindipan, RN, CCRN  
 J. Putnam, RN, CCRN, APRN, BC  
 Jean A. Blankenship, RN, C  
 Jill Stephens, RN, CCRN  
 Jorge A. Martinez, RN, CNOR  
 Joseph Marchione, RN, BC  
 K. Melton, RN, CCRN, CNRN  
 Karen Cahn, RN, BC  
 Kathleen Hester, RN, C  
 Kathy J. Cantu, RN, BC, CEN, CDE  
 Keila Townson, RN, CCRN  
 Keith Tucker, RN, CCRN  
 Kelly D. Reynolds, RN, CCRN  
 Kelly H. Lovett, RN, CAPA  
 Kiley Zylman, RN, CPAN  
 L. Deleon-Miller, RN, CNA, BC, CCRN  
 Laura A. Hixon, RN, C  
 Laura A. Holmes, RN, CCRN  
 Lea Tchato, RN, WOCN  
 Leigh A. Ward, RN, OCN  
 Leslie A. Haas, RN, CCRN  
 Linda M. Fitzjarrell, RN, CNOR

Lisa G. Lambert, RN, CCRN  
 Loretta M. Pressler, RN, CEN  
 Lori Hodge, RN, OCN  
 Lyndy Malaluan, RN, CCRN  
 Marci Ayers, RN, BC, CMSRN  
 Margaret M. Fink, RN, C  
 Marilyn Kepner, RN, C CM  
 Marilyn Richard, RN, CEN  
 Martha Boren, RN, OCN  
 Mary Beth Tekell, APRN, BC  
 Mary E. Green, RN, CAPA  
 Mary M. Meadows, RN, CNOR  
 Mary M. Pence, RN, BC  
 Mary M. Roberts, RN, BC  
 Maura B. Needham, RN, CNOR  
 Meghan Trahant, RN, CCRN, APRN, BC  
 Melvin L. Matus, RN, CCRN  
 Moslem Rahbarzare, RN, CCRN  
 Nancy K. Dabney, RN, CNOR  
 Nancy L. West, RN, CNOR  
 Naomi J. Tittle, RN, CNOR  
 Noshia Conerly, RN, OCN  
 Pamela Woods, RN, OCN  
 Patti J. Voegelé, RN, CEN  
 Paulette Bowker-Wallis, RN, CEN  
 Raquel Chi, RN, CNOR  
 Raquel Chi, RN, CCRN  
 Rebecca Moffatt, RN, CAPA  
 Rebecca Z. Freeland, RN, CAPA  
 Remedios E. Eloriaga, RN, CCRN  
 Rhonda Davis, RNFA, CNOR  
 Richard A. Williams, RN, CEN  
 Robert Drapiza, RN, CMSRN  
 Robin L. Evans, RN, CCRN  
 Roger George, RN, WOCN  
 Rose Ngishu, RN, BC  
 Ruth Dunn, RN, CCRN  
 Ruthann Kauffman, RN, CCTC  
 Sally M. Karnes, RN, OCN  
 Sarah M. Johnson, RN, CGRN  
 Savitri Nepal, RN, CNRN  
 Sharon E. Hedgpeth, RN, C  
 Sharon Judkins, RN, CNA, BC  
 Sonya Owens, RN, CEN  
 Susan A. Maxwell, RN, CNOR  
 Susan Setterlund, RN, CCM, CDE  
 Tammy Mullens, RN, BC  
 Terri D. Reynolds, RN, CNOR  
 Terry A. Brooks, RN, CEN  
 Terry Jolly, RN, CCRN  
 Toni Huckaby, RN, CGRN  
 Tracy Mill, RN, CCRN  
 Vicki J. Bragg, RN, CNA, BC  
 Victoria Cerny-Powell, RN, CCRN  
 Violet E. Jenkins, RN, ONC

## Physician Satisfaction

Physician satisfaction scores were in the top quartile for 2006 and 2007. These scores demonstrate the positive nursing impact on physician satisfaction. Physician satisfaction with nursing care at Plaza Medical Center is higher than overall satisfaction with nursing at HCA, ranking PMC in the top 25% among the HCA hospitals across the nation.



### Listen to the Docs...

"I used to practice at several hospitals in the metroplex, but now I only practice at my favorite - Plaza Medical Center. One reason that I prefer to admit my patients to Plaza is because of the nursing care. I know that the nurses are competent and caring. When they call me, I trust the information that they give me and I know that I can depend on them to carry out my orders and keep my patients safe. They also do a great job of patient teaching and informing the families."

**Schmidt, MD, Orthopedic Surgeon**

"I trust the nurses, I rely on the nurses to give me the correct information and that makes treating the patient easier and helps me become a better physician. The nurses here are very nice, helpful and professional...very knowledgeable and professional."

**E. Tomeye D.O, Internal Med. Resident**

"The nurses here are good; most of them truly care about their patients. The nurses here are able to identify and communicate their patient's needs to the physicians which make a big difference in the overall recovery of the patient".

**L. Chan D.O.**

## Community Involvement

The hospital as a whole had a wonderful time while donating their time and money to the community. In 2007 employees went above and beyond in contributing to a variety of organizations and causes that touch countless number of lives within our organization and the community.

*Our grand total charitable giving for 2007 = \$192,000*

Some of the contributions include

- **Employee Sponsorships** – benefits local organizations and events. Employees submit name and cause of organization to administration. If approved by PMC's administration, \$250 is donated to the organization or event. In 2007, out of 77 organizations submitted and approved for a total of **\$19,250**, almost 50% were submitted by nursing personnel. Some of the sponsored organizations submitted by nursing personnel include:

American Red Cross	All Saints Lutheran Church
Benbrook YMCA Women's Triathlon	Christ Have Children's Home
Bikers against Child Abuse	Crowley Assembly of God
Carter Metropolitan CME Church	Down Syndrome Partnership of Tarrant County
Dancers Edge Performing Arts Center	Hallmark Track Club
FBC of Weatherford	Higher Praise Family Church Youth Mission
First United Methodist Learning Center	Lungevity Walk/Run
Granbury High School Powerlifting	Newman Smith High School Orchestra
Heels & Hills for MS	North Crowley Football Program
Hood County Girls Softball Association	St. Jude's Hospital
Susan G. Komen's Race for the Cure	St. Matthews CPC Church
Victory Outreach Christian Recovery House	TCU Student Nurses Association
Weatherford High School Color Guard	Trinity Lutheran Children's Center
Weatherford Student Nurses Association	YMCA Benbrook Women's Triathlon
Women's Choice Resource Center	Zeke Cancer Fund

- **Tarrant County Heart Walk** – Proceeds benefited the American Heart Association. Employees raised over **\$51,000** for this cause by a variety of ways including a silent auction event.
- For the **United Way Campaign**, employees donated over **\$41,000** in 2007.
- **Christmas Wish Tree**—Every year, employees in need are encouraged to submit their child's Christmas Wish. These lists are displayed on our Angel Tree. Employees from various departments work together, in conjunction with our auxiliary committee, to donate items to fulfill these wishes. In 2007, a total of **121** wishes were fulfilled by our employees for our employees.
- Other charitable contributions made include
  - Habitat for Humanity—**\$2,500**
  - Day Resource Center—**\$5,000**
  - Fort Worth Library—**\$10,000**
  - Stock Show Scholarships—**\$24,600**

*"More important than being successful is being significant.  
Significance means making a contribution to others."*

*- Stephen Covey*

## A Role Model for Nurses

So how does one become a nurse? Many believe that it is “a calling”. For this Great 100 Nurse nominee, it is an innate quality. She is a compassionate person with a huge heart, it comes so natural to be kind and caring and concerned. This nurse is a role model to all nurses in our hospital, and especially to the new graduates. She serves as a preceptor for new grads, and teaches them not just the science and nuts and bolts of nursing, but the true art that nursing is. She teaches them to give that tender touch when you want to turn and run, that word of encouragement when the situation seems hopeless, that one extra task when your feet are aching.



Polly Caraway, RN - CCU.  
2007 Great 100 Nurses in DFW

This nurse is such a leader in our hospital and in her Coronary Care Unit. She takes the lead to be sure that the schedule is always covered, not just with bodies, but with qualified staff. She serves on the Nurse Practice Council to ensure that policies and practice are current and evidence-based, floats gracefully to help out other critical care units when she would rather stay on her own unit with familiar patients and staff, and leads the Code Blue and Rapid Response Teams partnering with and teaching Med/Surg nurses to act in crises.

When Hurricanes Katrina and Rita hit, it brought out the worst in some-looters and thieves; but it brought out the best in many, none more so than this nurse. She gave selflessly of her time and money to help evacuees. She worked to set up 7 MASH units at community service centers, supplying with food, clothing, toiletries-many of her own personal belongings. She worked endless hours on top of her regular job to see that the needs of the evacuees were met.

Going beyond her commitment to the community, she took one evacuee's dog in to her home. He literally was left with nothing but the clothes on his back and his poodle Kirby. When she heard the shelter staff telling him that Kirby would have to go to the pound, her heart broke for the saddened evacuee. She loaded Kirby into her car and took him to her home where he stayed until they could receive transportation to stay with family. When the evacuee received a plane ticket to travel to be with his family, she kept Kirby for him. Later, she helped to reunite him with Kirby.

This nurse makes so many contributions to community, work place, future nurses, and family. She is also a regular in the American Heart Walk, serving as a team captain and walker, she is there raising money for the American Cancer Society and a strong supporter of the Tarrant County Food Bank. When her own husband's parents became ill, she took them into her home and nursed them until the end. She now cares for her own dying father and mother who is a stroke survivor. Though working to the point of exhaustion, she always offers to help out a fellow nurse and continues to serve on numerous hospital committees. She also leads the Unit Council and is instrumental in keeping her unit at the cutting edge.

Whether you are a patient, friend, co-worker, nursing student, family, or stranger, your life is changed when she touches it. You feel her genuine compassion and giving spirit. Thank you for your consideration of my Great 100 nominee. She is the epitome of what nursing is. **Letter written to nominate Polly Caraway, RN, CCU, for Dallas/Fort Worth Great 100 Nurses in 2007.**

# Continuous Performance Improvement

## Recognitions and awards in 2007



North Texas  
Best Places to Work  
Dallas Business Journal



Texas Health Care Quality  
Improvement  
Texas Medical Foundation



Life Gift Organ Donor  
Medal of Honor  
U.S. Department of Health &  
Human Services



Certified Total Joint Hip  
Replacement Center of  
Excellence  
The Joint Commissions



Accredited Chest Pain Center.  
Plaza has been recognized twice for  
being a "Top 100 Heart Hospital in the  
United States



# 2008 Nursing Strategic Plan

## **Retention** – Decrease RN turnover rate from 17% to 14%

- Continuing current Learning Institute Programs and implement programs that meet the needs of employees and the organization.
- Continue Red Carpet Student Program and expand the Red Carpet Philosophy to our own nursing staff.
- Flexible, autonomous scheduling to address the needs of our patients and employees.
- Increase ancillary participation in patient care services to foster meeting patient care needs.
- Implement Clinical ladder.

## **Pursuit of Magnet** – Continue Magnet Journey for magnet Designation

- Continue implementation of the Caring and Healing Model of Care
- Decrease RN turnover Rate
- Improve NDNQI patient outcome indicators
- Increase RN specialty certifications
- Continue development of shared governance model
- Increase use of Evidence Based Practice
- Increase staff participation in all nursing and interdisciplinary committees
- Enhance PBDS Coach/Buddy System
- Implement Gallup Selection tool.
- Submit magnet document
- Successful site visit
- Obtain and sustain Magnet designation

## **Improve Patient Safety** – Increase Patient Safety

- Hardwire hourly rounds
- Fully implement fall prevention program including ancillary departments
- Increase compliance with bedside report
- Implement skin care teams
- Increase compliance with Risk Management premium credit initiatives
- Increase compliance with national patient safety goals

## **Maximize Capacity Management** – Improve Patient Throughput

- Implement H-Works initiatives
  - Admission Criteria
  - Rapid Test Turnaround
  - Day before Discharge Planning
  - Dedicated Observation Unit
- Bed tracker on every unit with additional training
- Re-instate admission nurse position and redefine role

## **Increase RN Professional Development** – Improve nurse retention and satisfaction

- Implement career ladder
- Nursing leadership development program
- Establish CNS position for each service line
- Develop, educate, and implement nursing peer review process
- Enculturation of Magnet forces

## **Nurse Informatics Position** – Function nurse in position

- Establish FTE for position
- Recruit, hire, and orient to position
- Evaluate staff documentation needs
- Participate on division documentation team
- Educate staff

# 2008 Nursing Strategic Plan...

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## **Gain Ancillary support** – Increase collaboration among disciplines

- Expand customer service oriented environment among departments
- Improve collaborative relationships with Pharmacy, Materials Management, and Information Technology Services to resolve employee and physician dissatisfaction and enhance patient care,
- Expand role and train transporters to include lifting duties
- Encourage monthly participation in Patient Care Services Meeting

## **Neuroscience Service Line Growth** – Increase Neuro volume

- Stroke Center Certification
- NICU renovation and step-down unit
- Continue to market stroke services to local community and rural areas
- Continue transfer agreements with outlying areas for Neuro patients
- Offer Community lectures twice/year to feature Neuro services
- Assist in recruiting and interviewing hospital employed Neurologists
- Explore possibility of continuous EEG monitoring

## **Orthopedic Service Line Growth** – Increase Orthopedic volume

- Develop Fracture Hip Protocol and Implement Protocol with Orthopedic Fellow
- Implement CNS position and functional outcome studies
- Offer community physician led educational seminars 2-3 times/year
- Provide educational opportunities to rural, secondary service area twice/year
- Monthly education for nursing and therapy staff
- Assist in development/completion of Orthopedic Micro website
- Increase number of orthopedic certified staff
- Further develop Orthopedic Pathways
- Research possible grant proposals/research projects for Joint Replacements

## **Promote Oncology as Center of Excellence and Growth** – Increase inpatient and outpatient Oncology volume

- Obtain national accreditation through the American College of Surgeon's Commission on Cancer
- Strengthen Oncology nursing component-provide educational opportunities and encourage national certification of all nurses
- Develop marketing plan to promote oncology and infusion services
- Expand community involvement and recognition-establish support groups, provide educational opportunities

## **Bariatric Center of Excellence** – Establish Bariatric Center of Excellence

- Continue to obtain necessary equipment and supplies
- Development of Bariatric pathway
- Continue Bariatric Journal club
- Encourage staff participation in Bariatric support groups
- Obtain and maintain Bariatric COE

## **ER/CDU** – Increase ED volume

- Chest Pain Cycle II Accreditation
- Increase nursing certification
- Provide monthly educational in-services
- Assist in development and opening of Dedicated Observation Unit
- Decrease wait and transfer time for patients
- Increase staff participation in hospital committees, i.e. Stroke, Bariatrics

# 2008 Nursing Strategic Plan...

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## **CCU – Utilization of completed 16-bed CCU**

- Increase national nursing certification
- Monthly education in-services
- Increase staff participation in hospital committees
- Continue to recruit staff to accommodate unit expansion

## **CVICU/CVPCU – Increase Cardiac Volume**

- Increase number of CVPCU certifications by 3-4 staff per quarter
- Increase number of CVICU certifications by 1-2 staff by Dec. 08
- Develop monthly in-services based on educational needs
- Offer 6 staff lectures related to cardiovascular disease
- Develop unit specific research education
- Implement follow up discharge phone calls

## **3E/5E (PCU) – Increase Cardiac/Neuro volume**

- Continue education and participation in activities to achieve Stroke and CHF Certification
- Increase nursing national certifications by 3-4 staff members per quarter
- Develop monthly in-services based on educational needs
- Development and education of charge nurse role
- Evaluate and address logistic design on 3E

## **Patient Satisfaction scores – Increase patient satisfaction scores to 1<sup>st</sup> quartile**

- Hardwire Hourly Rounds
- Follow-up discharge phone calls
- Thank you notes
- Communication with patients/families
- Monitor weekly scores

## **Physician Satisfaction Scores – Increase ranking within the 1<sup>st</sup> quartile**

- Physician Partnerships
  - Round with physicians and have information available
  - Meet physician preferences on care of their patients
  - SBAR Communication
  - Collaborate with physicians on departmental educational needs.

## **Employee satisfaction Scores – Increase ranking within the 1<sup>st</sup> quartile**

- Consistent and accurate communication at all levels
- Provide consistent feedback to enhance job performance
- Thank you notes
- Career ladder implementation
- Have supplies and working equipment needed to complete assigned tasks
- Management visibility and availability-include off-hours and weekends
- Participate in hospital approved community fund-raising activities

## **Nursing Acuity System – Implement functioning nursing acuity system**

- Research various acuity systems that are available
- Obtain capital funds for nursing acuity system
- Select a nursing acuity system
- Educate, implement, and evaluate acuity system

*There can be no progress if people have no faith in tomorrow.  
- John F. Kennedy*

## Great Nurses...

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Terryl Kendricks, RN, MSN, CNO  
2007 DFW Great 100 Nurses

John Quincy Adams once said, "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." I have been so fortunate to work with such a leader. She is of small stature and speaks softly, but she has made a huge impact on our organization. She leads those in our organization as Chief Nursing Officer, a position she has held for the past 6 years. She is a member of Sigma Theta Tau Nursing Honor Society and the Texas Organization of Nurse Executives. In 2005, she completed the Nurse Executive Fellows Program at the Wharton School of Business, an intense 4 week training program for nursing leaders.

This nominee invests in future nurses and leaders. She has been honored as the YMCA Minority Achiever for 2001, and the YWCA Tribute to Women in Business in 2004. The Business Press presented her with the "Outstanding Mentor Award" in 2006 for her work with mentoring students from grade school to graduate school, including her own nurses and staff. She was also honored as one of the "Great Women of Texas" in 2006 by the Business Press. She truly thrives on coaching and inspiring others to be better—and *because of her they are*. She uses fun and innovative ways to teach, such as her lesson on team-building that included a scavenger hunt through the city of Fort Worth; or the year that she surprised her nursing managers with a trip to Shreveport for a weekend getaway in a limousine.

You would never know from meeting her that she has received so many prestigious awards. She is so down to earth, friendly and approachable. Recently when a close friend died, she helped his children through the grief process by listening and explaining, taking them to baseball games and fixing them dinners. She directs with an open-door policy, and our patient care techs, physicians, staff nurses, patients and families, as well as members of the board and nursing management know that they can call on her anytime with a problem, concern, or suggestion for improving our organization. When one of her staff has a bad day or is going through a tough time, she has been known to drop everything and invite them to dinner—just to listen.

She shows such compassion and care not only for our patients, but for our nurses. Recently when one of our nurses passed away, she covered the staffing office so that his co-workers could attend his memorial service. Every holiday is special because of the treats and decorations that she brings to make our work environment more festive. She is like a kid on Christmas morning planning on the next gift to give her secret pal.

Her first degree was in social work, and her desire to help those less fortunate shines through. This nurse is very active in community service. She is on the Board of Directors for the American Heart Association and a major fundraiser and sponsor of the Heart Walk. She serves as a volunteer ambassador for the "Power to End Stroke" campaign; organizing and participating in community health fairs and stroke screenings. She loves to provide patient education and stroke counseling. She is active in the "Vital Links" program with the Fort Worth Independent School District Adopt-A-School Program. She has adopted middle school and high school students, allowing them to spend a work day with her as well as giving lectures at the school about health careers. She encourages students to join our profession, and has been known to convince a physician or two to visit the schools with her. Through her church, she organizes and participates in health fairs focusing on the African American community and related health risks—diabetes, hypertension, and stroke. She has served on the Board and is a very active volunteer at the Day Resource Center of Fort Worth, where she works with the homeless to assist them with finding jobs.

She sets the bar very high for those who follow in her footsteps. Her contributions to our organization and our community are priceless. Please bestow her with your honor of **Great 100 Nurse**. I know she will make you proud that you have chosen her. **Letter written to nominate Terryl Kendricks, RN, CNO, for Dallas/Fort Worth Great 100 Nurses in 2007.**



## Magnet Moments...

Around 9:30 one morning last August, R. Lecoq, HUC on 5E PCU received a call from a family member of one of our patients. The patient's sister-in-law was calling to inform the staff that the family was on their way to the hospital to tell Mrs. G and her husband, who had been by his wife's side during her AICD procedure, that their 18 year old son had been found dead that morning of an apparent suicide by hanging. R. Ngishu, RN the attending nurse just happened to be at her computer near the nurses' station and was given the information. The charge nurse S. Chenoweth, RN was then informed of this tragic event as it was unfolding. They placed a call to the Chaplain, M. Parks and to the primary physician Dr. Shah. S. Chenoweth then called T. Allen, the Team Leader to inform her of the situation and that the Chaplain was out of the building and may not make it to the hospital prior to the family's arrival. T. Strayer, Patient Liaison, was notified and came to the unit. R. Lecoq had positioned himself near the elevators in hopes of catching the family and providing a quiet place for them to break this horrific news. S. Chenoweth and R. Ngishu had spoken to Dr. Shah by the time and had obtained an order for immediate discharge and an order for sedation if necessary. The rest of the staff, J. Eason LVN, J. Buckland RN, E. Lee RN and P. Pierson RN took over care of R. Ngishu's other patients in order to give her the opportunity to stay with Mr. and Mrs. G. When the family arrived around 1030, Mr. G just happened to step out of the room and T. Strayer escorted them to the employee break room. The staff all of different ages were quietly reflecting on the sadness and grief that such news would bring to the mother and father. When the news was given to Mrs. G, Suzette and Rose were immediately by her side. The rest of the staff stood by, at the desk, each overwhelmed in sadness as the wails and crying of the mother could be heard through out the floor. Each staff members face showed the compassion felt for this mother. Some had tears running down their face, other their eyes closed in sorrow. This lasted for only a few minutes when the call bell interrupted the moment and each slowly turned away to continue their duties of the day. The Chaplain arrived to offer assistance in making phone calls to the family's parish. The patient insisted on being discharged, after she was able to calm somewhat and the telemetry showed a stable rhythm, Reggie obtained a wheelchair and escorted the patient to her car. This news was obviously devastating to this mother, but it was also obvious how this type of news strikes deeply to anyone who is a parent, sister, brother, or family member. During this time of sadness and grief, Plaza was a compassionate part of this patient's family.

## And another...

Hector Arias, RN and Gina Grantham, RN, OCN are two nurses on our oncology unit. They were taking care of a cancer patient with an eight year old son. Her son was scared of the hospital and did not feel comfortable visiting his mother. He was afraid of all the tubes and machines. Hector and Gina wanted to make the environment more like home for the small boy. His mother was very ill, and time spent with her son was precious to her. Gina called upon Hector and the nursing supervisor, Janie Davis, RN and asked her how they could make the room look less frightening to the child. Gina and Janie went around the hospital and collected plants and flower arrangements to decorate the room. They also took chairs and a couch from the lobby and the waiting room and placed it in the patient's room. They went to the gift shop and bought toys and stuffed animals. They bought a teddy bear with a recorder in it. The nurses helped his mother record messages such as, "I love you". Inch by inch they were able to help the young boy get used to the environment and he was able to spend more time with his mother during her final days. His bear is a keepsake of his mother. This story was made into a video to share with all employees at the 2008 winter employee forums.



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