Magnet® Component Highlight: Structural Empowerment

The Nursing Shared Governance Structure, whose members are pictured above, is just one example of Structural Empowerment at the Memorial Hermann-Texas Medical Center Campus. Read on to learn more about how you can make a difference in your profession!

Proud To Be Nurse Friendly!
The mission of nursing at the Memorial Hermann-Texas Medical Center Campus is to drive quality outcomes by protecting, promoting and optimizing the health and wellbeing of patients we treat.
Special Message from the CNOs

We would first like to thank everyone for taking the time to attend the special Town Hall meeting dedicated to Magnet® late last month. We had an impressive turnout and truly enjoyed sharing our thoughts with you.

Many people offered great ideas and constructive feedback, which is incredibly valuable to nursing operations. For example, one nurse said it would be helpful if the CNOs rounded during the night shift - which is exactly what we are going to do. Don’t be surprised to see us on the unit around 1:30 a.m.!

Most importantly, the Town Hall meetings gave us an opportunity to share the exciting news of our Campus’ intent to apply for Magnet in early 2013. During our presentation, we briefly explained the application process and why becoming a Magnet-designated facility is such an important goal.

Magnet isn’t just a trophy or one-time award – it’s an organization’s promise to serve as a source of knowledge and expertise for the delivery of nursing care. It’s a promise to constantly advance nursing standards and practice by providing a roadmap for nursing excellence and serving as a framework for a hospital nursing delivery system that elevates performance all around.

Because of your commitment and dedication, the Campus now has the opportunity to achieve Magnet status. Similar to the Joint Commission visit, the Magnet visit will comprise of highly-trained professionals who will ask staff multiple questions about the nursing operations and structure on this Campus.

To help better prepare us for the site visit, we have dedicated the next few editions of Clinical Notes to focus on different Magnet components. It’s important for everyone to be well-versed in the Magnet language and understand what all has been done to improve nursing.

This month’s edition highlights Structural Empowerment. Please read below for a quick explanation of this component. The following articles provide detailed information on the Memorial Hermann-TMC Campus’ initiatives and programs supporting Structural Empowerment. We hope you enjoy the issue and we look forward to hearing your feedback.

Sincerely,

Chief Nursing Officer
Memorial Hermann-TMC

Cheryl Olson, M.S., R.N., N.E.A.-B.C.
Chief Nursing Officer
Children’s Memorial Hermann Hospital

What Is Structural Empowerment?

Solid structures and processes provide an innovative environment where strong professional practice flourishes and where the mission, vision and values come to life to achieve the outcomes believed to be important for the organization.

The key components of Structural Empowerment are:
- Collaborative relationships with community organizations;
- Professional engagement in organizational structure;
- Commitment to professional development;
- Teaching and role development;
- Recognition of nursing locally, statewide and nationally.

- American Nurses Credentialing Center
A key component of Structural Empowerment is professional engagement, which includes nursing involvement in self-governance and shared decision-making. At the Memorial Hermann-Texas Medical Center Campus, nurses support professional engagement by participating in multiple committees, councils and task forces.

For example, the Nursing Shared Governance Structure is an operational model composed of multiple councils that provide nurses the opportunity to have an active voice in shaping their practice environment and influencing patient outcomes.

Established in 2011, the Structure includes the following nursing councils, each of which comprises at least 50 percent bedside nursing members:

- **The Professional Nursing Practice, Quality and Patient Safety Council** develops, reviews and updates standards of nursing practice and care delivery to be consistent with local, regional, state and national standards, as well as with the Texas State Nurse Practice Act.
- **The Professional Nursing Research and Evidence-Based Practice Council** works to strengthen the abilities of the clinical nurse to review, interpret and implement research to enhance professional nursing practice across the hospital’s service lines.
- **The Professional Nursing Education Council** defines, implements and maintains educational standards that promote clinical competency for the professional nurse.
- **The Professional Nursing Recruitment, Retention and Recognition Council** provides support in the area of recognition and reward for the advancement of professional nursing, and guides recruiting efforts to be aligned with the nursing strategic plan.
- **The Professional Nursing Informatics Council** works to enhance patient outcomes through improved technology and documentation processes.
- **The Professional Nursing Night Council** works to ensure continuity of care across all shifts, and provides night shift nurses a forum in which to contribute to patient care improvement initiatives.
- **The Professional Nursing Magnet Council** works to support and advance Campus efforts to achieve the esteemed Magnet® accreditation from the American Nurses Credentialing Center.

The councils have led numerous initiatives and programs aimed at improving the nursing profession and environment. The Professional Nursing Recruitment, Retention and Recognition Council collaborated with the nationally recognized DAISY Foundation to bring the DAISY Award to the Memorial Hermann-TMC. The award is presented to one nurse each month for going above and beyond to deliver

(Continued on page 7)
An Update on the Career Ladder Program at the TMC Campus

The nursing profession developed the clinical ladder concept over 30 years ago. The purpose of the program is to:
- Foster professional development;
- Strengthen the overall quality of nursing practice;
- Recognize nursing excellence in patient care;
- Recruit, retain and promote competent experienced nurses;
- Identify excellent nurses as role models.

The Campus’ clinical ladder program uses well-known nursing expert Patricia Benner’s Novice to Expert Model that describes the nurse’s experience and growth in the nursing profession. The program is comprised of four levels - R.N. I, R.N. II, R.N. III and R.N. IV - and 13 criteria. As nurses advance to higher levels, the number of criteria that must be met also increases.

R.N. I is the new professional with less than one year of experience. The expectation for this nurse is to learn his or her role as a patient advocate as the transition is made from student to professional nurse.

R.N. II is the nurse with one year of experience who satisfactorily meets the behavior and performance expectations of a competent nurse. Promotion to this level does not require an application.

R.N. III is the nurse with a minimum of three years experience who has demonstrated leadership in his or her practice environment either by leading a council, or by serving as charge nurse or clinical coach. The applicant must meet six of the 13 criteria to be eligible for this level.

R.N. IV is the nurse with a minimum of five years experience who demonstrates expertise and is a leader in his or her practice area. The applicant must meet nine of the 13 criteria to be eligible for this level, hold a minimum of a B.S.N. and have a nationally recognized certification in the specialty area.

The 13 criteria align with the Magnet® program’s component of Structural Empowerment by depicting how nurses practice and collaborate with multiple disciplines to provide the highest quality care and service to patients and the community.

“Overall, the clinical ladder program provides an opportunity for staff to validate their practice, receive recognition and monetary benefit, and achieve professional advancement,” said Adrienne Watson, clinical director of hospital education.

The clinical ladder committee is comprised of R.N. III's and R.N. IV's who provide peer review and feedback, holding peers accountable for their practice and their own professional growth and development.

Advancement can be accomplished by participating and engaging in educational offerings or continuing education, council participation, project work and activities that contribute to the strategic goals of the organization.

For more information, please visit the Career Ladder Sharepoint on the TMC Connections page of InSite.

Did You Know?

Did you know that professional nursing certification across the Memorial Hermann-Texas Medical Center Campus has increased from 4 to 28 percent in just two years?

One requirement for a Magnet® designated facility is a certain percentage of the nursing staff must be certified. This is not only important for Magnet, but also for the nursing profession and the care of patients.

Lifelong learning is the responsibility of the nurse and is essential to maintain and increase competence in nursing practice. A certification also assures patients that the individual taking care of them is committed to a specialty and will bring best practices into their care.

Learn more about how you can become certified in your specialty by visiting a nursing certification agency.

Nursing Certification Agencies:
- American Nurses Credentialing Center (ANCC) www.nursecredentialing.org
- American Association of Critical-Care Nursing (AACN) www.aacn.org
- American Board of Neuroscience Nursing (ABNN) www.aann.org
- Association of Perioperative Registered Nurses (AORN) www.aorn.org
- The Wound, Ostomy and Continence Nursing Certification Board (WOCNCB) www.wocncb.org
Our Campus is proud to announce Doris Jackson, R.N., C.C.R.N., cardiac care unit, as September’s recipient of the DAISY Award, which recognizes one nurse each month for going above and beyond to deliver exceptional patient care.

“I was completely surprised when they presented me with the award,” said Jackson. “Nursing is my passion and it’s very rewarding to be recognized for working hard.”

Jackson was nominated by a patient’s family member. The nomination said, “Doris is compassionate, caring and treated my mom with respect and dignity. She eased her fears and has a very big, caring disposition. She was an excellent nurse – one of many great Memorial Hermann employees.”

The designation, presented in collaboration with The American Organization of Nurse Executives, is part of the DAISY Foundation’s national program to recognize nurses who serve as role models to colleagues throughout the profession.

To nominate a nurse for this prestigious honor, fill out a nomination form located on various units throughout the hospital and available online at TMC Connections on InSite. Nominations are due by the 15th of each month, or they will be counted as a contender for the next month’s award.

Community involvement is a key component of Magnet’s Structural Empowerment. Structural Empowerment states that nurses should participate in and provide many community education opportunities throughout the year. Community partnerships enable nurses to combine resources to improve the health and wellbeing of the community. Members of Children’s Memorial Hermann Hospital and Mischer Neuroscience Institute recently exemplified community involvement by joining forces to sponsor a team for the 2012 Hydrocephalus Association Walk. The team was able to raise $2,415 and register 41 people for the walk. In addition, the Hydrocephalus Association is providing Memorial Hermann with a grant to assist with the upcoming Hydrocephalus Support Group scheduled to kick off early next year.

September’s DAISY Award Goes to... Doris Jackson!

MAGNET MOMENTS:
A Successful Showing for the Hydrocephalus Walk

Magnet® Moments at Memorial Hermann-Texas Medical Center

Continuing our journey toward Magnet® status, the Memorial Hermann-Texas Medical Center Campus exemplifies elements of the Magnet program in the daily activities, behaviors, attitudes and professionalism of the nursing staff. To capture these elements, Magnet Moments provides caregiver stories that demonstrate the passion and drive evident in Magnet hospitals. This column recognizes our Campus caregivers’ knowledge and technical skill with the artistic, immeasurable elements of caring, humanity and compassion.
Recognizing Our Employees

Recognizing nurses for their achievements in patient care and in our community is an integral part of the culture of nursing excellence at Memorial Hermann, both at the Texas Medical Center Campus and across the System. It is also an important component of Structural Empowerment to reward and recognize staff, many of whom have gone above and beyond their day-to-day responsibilities to make achievements in their fields. Congratulations to the following employees!

Promotions

Emergency Center
• Miguel Garcia has been promoted to R.N. IV.

Pediatric Intensive Care Unit
• Ashley Hazelwood has been promoted to R.N. III.

Achievements
• Tracey Stanzel, R.N., MICU, received her bachelor’s in nursing.
• Linda Winegeart, R.N., MICU, received her bachelor’s in nursing.
• Vanessa Rae Banks-Gonzales, R.N., M.S.N., A.C.N.P.-B.C., CVICU acute care nurse practitioner, had her article published, which is titled *Thrombophilia and Hypercoagulation: Risk Assessment and Screening.*

Certifications
• Nick Escobedo, R.N., 4 West Cullen, received his professional certification from O.C.N.
• Maureen Waweru, R.N., B.S.N., clinical coordinator in 4 West Cullen, received her professional certification from O.C.N.
• Joe Gajdusek, R.N., MICU, received his professional certification from C.C.R.N.

New Leadership
• Melanie Cockrell, R.N., B.S.N., M.B.A., C.E.N., has been named the clinical director for the Emergency department and clinical observation unit (COU).

Reminder: Complete the Nursing Satisfaction Survey by Oct. 21

In line with our Campus’ efforts to build the best possible nursing work environment, all registered nurses are asked to participate in the fourth annual nursing satisfaction survey, which is now under way and will last through Sunday, Oct. 21. To be eligible to take the survey, registered nurses must be working on the unit for a minimum of three months, be employed by Memorial Hermann and provide direct patient care at least 50 percent of the time. Eligible nurses received a letter and email with specific instructions on how to access the survey. It can be taken from any computer with an Internet connection, including those located within the nursing departments and in the computer lab on the 8th floor of Jones Pavilion. For questions on the survey or how to access it, contact your supervisor or call Virginia Earley, director of nursing quality integration, at 713.704.5389.

The More to Life Weekend Training: Nov. 9 – 11
All nurses and employees are invited to attend a three-day workshop to learn how to access creativity in the face of an ever more demanding career field. In this powerfully transformational course, attendees will learn how to reduce stress and replace self-defeating behaviors with more effective habits. The event will take place at the Houston Marriott - North from 7 a.m. to 11:15 p.m., Friday through Sunday. Nurses can receive up to 25 contact hours and an application fee of $15 must be submitted at registration. Please contact houston@moretolife.org for more information.

Advance Burn Life Support (ABLS) Provider Course: Oct. 26
Memorial Hermann Life Flight® Education will host an ABLS Provider Course in the Life Flight Classroom (Robertson Pavilion, rm. 175) from 7:30 a.m. to 5 p.m. on Friday, Oct. 26. A registration form has been posted to TMC Connections. For more information, contact Life Flight Education at 713.704.6151.

Facilitating Excellence in Clinical Trial Management: Oct. 24-26
The University of Texas Health Science Center at Houston (UTHealth) Medical School will host a basic clinical research education seminar Wednesday, Oct. 24 through Friday, Oct. 26 on the 5th floor of 6431 Fannin. A registration form has been posted to TMC Connections. For more information, please contact Linda Gilbert at 713.500.3621.
### October

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct. 15</td>
<td>8 a.m. – 12:30 p.m.</td>
<td>*Class Full&lt;br&gt;CPR HeartSaver (Non-Licensed Staff Only)</td>
</tr>
<tr>
<td>Oct. 16</td>
<td>8 a.m. – 5:30 p.m.</td>
<td>*Class Full&lt;br&gt;Advanced Cardiac Life Support – Recertification</td>
</tr>
<tr>
<td>Oct. 18</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;EKG Interpretation: Beyond the Basics</td>
</tr>
<tr>
<td>Oct. 22 &amp; 23</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;Pediatric Advanced Life Support</td>
</tr>
<tr>
<td>Oct. 24</td>
<td>8 a.m. – 5 p.m.</td>
<td>*Class Full&lt;br&gt;Pediatric Advanced Life Support – Recertification</td>
</tr>
<tr>
<td>Oct. 25 &amp; 26</td>
<td>8 a.m. – 3 p.m.</td>
<td>*Class Full&lt;br&gt;Respiratory – Adult Emergency Airway Management Course</td>
</tr>
<tr>
<td>Oct. 26 &amp; 27</td>
<td>8 a.m. – 3 p.m.</td>
<td>*Class Full&lt;br&gt;Respiratory – Adult Emergency Airway Management Course</td>
</tr>
<tr>
<td>Oct. 26</td>
<td>10 a.m. – Noon</td>
<td>*Class Full&lt;br&gt;HealthQuest – Nursing ADT</td>
</tr>
</tbody>
</table>

### November

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 1</td>
<td>8 a.m. – Noon</td>
<td>*Class Full&lt;br&gt;EKG Interpretation: Beyond the Basics</td>
</tr>
<tr>
<td>Nov. 2</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>Transplant Symposium</td>
</tr>
<tr>
<td>Nov. 5</td>
<td>8 a.m. – 12:30 p.m.</td>
<td>*Class Full&lt;br&gt;CPR for Healthcare Providers (Licensed Staff Only)</td>
</tr>
<tr>
<td>Nov. 6 &amp; 7</td>
<td>7:30 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;Trauma Nursing Core Course</td>
</tr>
<tr>
<td>Nov. 6</td>
<td>8 – 11 a.m.</td>
<td>*Class Full&lt;br&gt;Advanced Continuous Renal Replacement Therapy</td>
</tr>
<tr>
<td>Nov. 12</td>
<td>9 a.m. – Noon</td>
<td>*Class Full&lt;br&gt;Implanted Vascular Ports</td>
</tr>
<tr>
<td>Nov. 13 &amp; 14</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;Pediatric Advanced Life Support</td>
</tr>
<tr>
<td>Nov. 15 &amp; 16</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;Advanced Cardiac Life Support – Recertification</td>
</tr>
<tr>
<td>Nov. 19</td>
<td>8 a.m. – 12:30 p.m.</td>
<td>*Class Full&lt;br&gt;CPR HeartSaver (Non-Licensed Staff Only)</td>
</tr>
<tr>
<td>Nov. 19</td>
<td>8 a.m. – Noon</td>
<td>*Class Full&lt;br&gt;Phlebotomy Class</td>
</tr>
<tr>
<td>Nov. 27</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;Advanced Cardiac Life Support – Recertification</td>
</tr>
<tr>
<td>Nov. 29</td>
<td>8 a.m. – 4:30 p.m.</td>
<td>*Class Full&lt;br&gt;EKG Interpretation: Beyond the Basics</td>
</tr>
<tr>
<td>Nov. 30</td>
<td>10 a.m. – Noon</td>
<td>*Class Full&lt;br&gt;HealthQuest – Nursing ADT</td>
</tr>
</tbody>
</table>

To register or get more information on any class, visit the Partners in Learning section of InSite.

(Continued from page 3)

exceptional patient care and for serving as role models to colleagues throughout the profession. Another nursing-led initiative, the Spirit of Inquiry Campaign, was started by the Professional Nursing Research and Evidence-Based Practice Council. The Campaign encourages nurses to review current protocols for opportunities to implement evidence-based practices. Nurses who identify a practice that might be outdated or not evidence-based, are asked to submit their idea to the council.

“‘These councils are a great way for nurses to share ideas and improve their profession,’” said Virginia Early, R.N., director of nursing quality integration, who oversees the Structure along with CNOs Victoria King and Cheryl Olson. “By acting as positive change agents, nurses not only improve their environment, but also the outcomes of the patients we treat.”

trim
**Upcoming Events**

**Free CE Dinner and Open House – Oct. 24**
On Wednesday, Oct. 24, Children’s Memorial Hermann Hospital will host a free CE dinner and open house from 5:30 to 8:30 p.m. Caregivers are encouraged to attend and invite fellow R.N.s who might be interested in career opportunities on our Campus. Attendees will receive a free dinner and a guided tour of the hospital. To register or get more information, please email tmcreferrals@memorialhermann.org.

Join neuroscience physician leaders on Friday, Oct. 26, from 7:30 a.m. to 5 p.m. for the 6th Annual Yatsu Day Symposium: Innovations in Stroke Prevention. Held in the Hermann Conference Center, the symposium offers 7 AMA PRA Category 1 Credits™. To register or for more information, please visit www.utcmce.net.

**Start! Houston Heart Walk – Nov. 3**
On Saturday, Nov. 3, Memorial Hermann will once again sponsor the annual Start! Houston Heart Walk, benefiting the American Heart Association. The 5K (3-mile) event will take place at Reliant Stadium starting at 8:30 a.m. To sign up for an existing Memorial Hermann team or create your own, you may register online at www.houstonheartwalk.org or sign up at the gift basket and drawing tables. For more information or assistance registering for a team, contact Kaitlin Cantell at 713.704.5203.

**CNO Luncheon – Nov. 19**
Don’t miss the chance to speak with Chief Nursing Officer of Memorial Hermann-TMC Victoria King over lunch on Monday, Nov. 19. Located in the Hermann Conference Center, the luncheon will be held in two separate sessions: 11:30 a.m. to 12:15 p.m. and 12:30 to 1:15 p.m. Lunch will be served and participants receive one contact hour. To register, visit the Partners in Learning section of InSite.

---

**CLINICAL NOTES EDITORIAL TEAM**

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Communications and Volunteer Services</td>
<td>Chief Nursing Officer Memorial Hermann-TMC</td>
</tr>
<tr>
<td>Lauren Allen</td>
<td>Cheryl Olson, M.S., R.N., N.E.A.-B.C.</td>
</tr>
<tr>
<td>Marketing and Communication Rep. II</td>
<td>Chief Nursing Officer Children's Memorial Hermann Hospital</td>
</tr>
<tr>
<td></td>
<td>Clinical Notes is a publication of Memorial Hermann-TMC internal communications. We welcome your suggestions and comments.</td>
</tr>
<tr>
<td></td>
<td>713.704.1222</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:medicalcentercommunications@memorialhermann.org">medicalcentercommunications@memorialhermann.org</a></td>
</tr>
</tbody>
</table>

---