

MEMORIAL HERMANN SOUTHWEST HOSPITAL NURSING ANNUAL REPORT FY22: July 2021 - June 2022



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Message from the Vice President and Chief Nursing Officer

Dear Nursing Colleagues, Patients, Families, Friends and Community Members,

This past year continued to bring its challenges with the ongoing COVID-19 pandemic and staffing issues that affected hospitals in Houston and around the nation. But once again, at Memorial Hermann Southwest Hospital, our Nursing Services sustained our focus on advancing the profession and providing high-quality care to our patients.

I want to express my deepest gratitude for the amazing work that our nurses do for our patients, their families and each other. Over the past year, we have celebrated several achievements. For a second year in a row, Memorial Hermann Southwest had the highest employee and nursing satisfaction scores in the Memorial Hermann Health System. Despite all we have experienced together during the last two years, our nurses have continued to maintain an upbeat spirit and profound dedication to delivering quality patient care. Additional celebrated achievements include: being the second acute-care facility in Houston to receive The Joint Commission's Comprehensive Stroke designation; BEST Maternity Hospital in the Nation in 2021 announced by Newsweek®; Texas Health and Human Services' Texas Ten-Step Re-Designation; administered 18,771 COVID-19 vaccines to our workforce, patients and community; Certified Zero™ High Reliability Award for achieving zero Serious Safety Events 1 & 2 for 48 months; America's 100 Best Hospitals™ for Stroke Care Award; and in May 2022, eight of our nursing leaders completed an eight-week Leadership Training Program through Nurses Improving Care for Healthcare Elders (NICHE) in preparation for the opening of our Acute Care for Elders Unit (ACE).

I hope you enjoy reading the annual report and reflecting on the astounding work your nurses and their peers accomplished during FY22. Some notable highlights in this report include some clinical projects piloted and implemented at Memorial Hermann Southwest that were adopted as best practices by our health system: the development of a Delirium Prevention Bundle with bCAM delirium assessment tool; a Malnutrition Taskforce that enhanced malnutrition coding; creation of a Sepsis KPI tool; the creation of a MDDR-Heart Failure Reference; Fiberoptic Endoscopic Evaluation of Swallowing; the PEG Dislodgement Process and much more. I hope that you enjoy reading about the individuals who make Memorial Hermann Southwest an amazing place to work and receive care.

Gillian Alexander



Gillian Alexander, MBA, BSN, RN, NE-BC
Vice President and Chief Nursing Officer

Memorial Hermann Health System Professional Nursing Practice

Memorial Hermann Southwest Nursing Mission

We will advance health by providing the highest level of compassionate and patient/family-centered care through exemplary professional and caring practices.

Memorial Hermann Southwest Nursing Vision

Our Nursing division will be a highly respected, responsible group of caring and dedicated professionals; nationally recognized for evidence-based patient care, safety culture, innovation, and collaborative relationships with patients, families, health care partners and the community.

Nursing Professional Practice Model

Our professional practice model influences how we advance health and the nursing practice through: leadership, teamwork, professional practice, patient-centered care, resources, and outcomes driven to support our nursing mission, vision and values.

Within this framework, nurses at Memorial Hermann Southwest display commitment to the practice of nursing and to improving patient care delivery.





About Our Nurses



917

Number of Nurses



45%

Percentage of Certified Nurses



217

Number of PNAP Participants



84.73%

Percentage of Clinical Nurses with BSN/Higher Degree



55.94%

Percentage of RNs with >10 years experience



15

Number of Evidence Based Practice Projects (EBP)

3

Nursing Research Projects



53

Number of Nurse Residents in the Nurse Residency Program

Transformational Leadership

Transformational Leaders empower nurses to be innovative, accountable, collaborative, compassionate and results-oriented by advocating for resources, enhancing partnerships and achieving positive outcomes.



Pathways to Leadership Academy

In January 2022, Memorial Hermann Southwest Hospital and Memorial Hermann Sugar Land Hospital partnered to launch the Pathways to Leadership Academy to develop identified talent within our campuses who demonstrate leadership potential. Through this 12-month program, our charge nurses, clinical coordinators, and team leads/supervisors participated in leadership training to achieve the following objectives:

- Providing a foundation to build leadership skills,
- Acquiring advanced leadership skills and business acumen development through

attendance of classes as part of a focused curriculum,

- Developing communication and presentation skills and strategic thinking,
- Accelerating personal growth by completing a two assessment and a development plan, and
- Interacting with leadership through 1:1 mentoring and session attendance.

Eleven nurses enrolled and participated in the Pathways to Leadership Academy.

Clinical Care Redesign (CCR) Best Practices

In our journey to high reliability care, Memorial Hermann launched Clinical Care Redesign (CCR) in 2017. For acute care hospitals, this redesign centered around four areas of opportunity: care variation, care progression, case management and clinical documentation integrity. At Memorial Hermann Southwest, our CCR program piloted several care variation and care progression projects in our patient care departments. A few of those pilots were adopted as best practices by our sister hospitals. The CCR best practices include the following:

- Sepsis Key Performance Indicator (KPI) Tool-SW was the result of a well-established Sepsis CCR Collaborative led by nurse director of patient care, Elaine Presutti, MSN, RN, CCRN. To reduce sepsis care variation, Elaine created a sepsis KPI tool to promote enhanced nurse-physician communication of our sepsis bundle practices. The tool initially was created in paper format. After after remarkable bundle compliance and CNO advocacy, the tool was selected as a best practice and built into our current Care4 electronic health record (EHR) platform.
- Malnutrition Coding Project: the multidisciplinary taskforce had a two-pronged approach: 1) to identify patients diagnosed with malnutrition and improve documentation of meal and oral supplement intake and 2) to improve physician malnutrition coding. Through this taskforce, nursing realized an opportunity to improve the Virtual PO Intake Reference Guide in Care4. Through the leadership of Vina Mao, Registered Dietitian (RD) Manager and Nurse Informaticist, Kris Pugh, DNP, RN, CCRN, this technological enhancement was implemented into Care4. Improving the process for physician malnutrition coding spearheaded by Nurse Director of Patient Care, Cindy Garza, MSN, RN, NEA-BC, and Vina Mao, led to increased physician malnutrition povernote compliance and improved risk adjustment for the severity illness of our patients.
- Heart Failure Reference Cards were created by Nurse Director of Patient Care Brian Kern, MBA, BSN, RN, NEA-BC, to help nurses report the daily care progression of heart failure patients during Multidisciplinary Discharge Readiness Rounds (MDDR).



Exemplary Professional Practice

Strive to promote exemplary professional practice by collaborating with physicians, nurses, patients and communities to identify health care needs, using resources to deliver high-quality patient care and achieve operational excellence while advancing health outcomes.

DAISY® Awards

Annually, our hospital presents one DAISY Team Award, DAISY Nurse Leader Award and 12 individual DAISY Award for Extraordinary Nurses to recognize the clinical skills and compassion that our nurses provide to patients and families all year long. All honorees exemplify Memorial Hermann's mission and values and are role models of collaboration and teamwork.



DAISY Award for Extraordinary Nurses Honorees (FY22):

Juliet Lago, RN, 4th Floor Medical Surgical Intermediate Care Unit (IMU); Corinne Daniel, RN, Cardiovascular IMU (CVIMU); Pauline Akeye, RN, 10th Floor General Medicine; Brenda Cassani, RNC-OB, Labor and Delivery; Gracia Alvarenga, RN, 4th Floor Medical Surgical IMU; Asefu (Sophie) Girmay, RN, 6th Floor Medicine; Mark Castillo, RN, 7th Floor Neuro IMU; Richa Patel, RN, 4th Floor Medical Surgical IMU; Julie Harbaugh, RN, 6th Floor Medicine; Katherine Madrid, RN, Medical Intensive Care Unit (ICU); Amarachi Nwakwue, RN, 4th Floor Medical Surgical IMU; Pelaye Odufowokan, RN, 10th Floor General Medicine

DAISY Nurse Leader Award Honoree (FY22):

Brian Kern, MBA, BSN, RN, NEA-BC, Nursing Director of Patient Care



DAISY Team Award Honorees: (FY22) 10th Floor General Medicine: Rachael Olofinsawe, BSN, RN; James Gilbert, BSN, RN; Ali Ali, BSN, RN; Edwina Harrell, PCT; Blessy Thomas, LVN; Toke Ogundiya MSN, RN, CMSRN, OCN

DAISY Team Award

In the height of the COVID-19 pandemic, patients were at a greater risk of falls due to the disease process. The 10th Floor General Medicine Unit primarily cared for acute-care COVID-19 patients. The 10th Floor unit-based safety coaches, comprised of nurses and patient care technicians, worked in collaboration with floor staff to review and create an action plan to help prevent patient falls. The committee’s goal was to reduce falls by 20%. To emphasize the fall prevention interventions, the team utilized an acronym: **BEE JAR**.

- B** - Bed Alarm
- E** - Equipment: 37 Pin Cables
- E** - Environment: Clean and Clutter-free
- J** - Johns Hopkins Fall Risk Scale
- A** - Audit Safety Initiatives
- R** - Rounding: Call Lights and 4 P’s

Through teamwork and collaboration, the 10th floor reduced their falls by 52.7%, leading to improved patient outcomes.

Structural Empowerment

Create a positive culture of open and effective communication with collaborative members of the health care team. Facilitate quality patient care with education and empowering nurses to invest in personal and professional commitment to the organization and the community.

Memorial Hermann Health System Nurse Residency Program Receives Prestigious Designation

The Memorial Hermann Health System Nurse Residency Program (NRP) was awarded Accreditation with Distinction (AWD), the highest recognition awarded by the American Nurses Credentialing Center's (ANCC) Accreditation Program. Memorial Hermann is the only health system in the Houston area with this prestigious designation, and Memorial Hermann Southwest is part of this recognized program.

The designation recognizes the commitment to nursing excellence and the value of the evidence-based curriculum to successfully transition residents into clinical practice. The program helps facilitate the successful transition of the newly graduated RN to a nurse who is well-integrated into the Memorial Hermann culture and functioning fully both clinically and professionally. Memorial Hermann Southwest hired nearly 100 nurse residents throughout the year in various specialties.

Diabetes Education

Memorial Hermann Neighborhood Health Center - Southwest, Memorial Hermann Community Resource Center - Southwest and our hospital's Diabetes Education Team consisting of Sharon Engelhardt, BSN, RN, CDCES, and Lisa Trevino, BSN, RN, offered a six-week Diabetic Boot Camp to help diabetic patients understand lifestyle changes and important health-related information. During the sessions, patients learned how to manage diabetes, how to monitor their health, the types of food and food preparation that are the healthiest, the importance of exercise, and how to manage feelings of being overwhelmed and confused by these lifestyle changes.





Community Outreach

According to the American Stroke Association, stroke is the fifth leading cause of death and the leading cause of disability in the United States. Stroke is also a top priority in the Memorial Hermann Southwest Community Needs Assessment. World Stroke Day is observed annually on October 29 to raise awareness of the prevention and treatment of this condition.

Memorial Hermann Southwest Stroke Coordinators Callie Evans, BSN, RN, SCRN and Yasmin Karim, BSN, RN, SCRN, along with Rapid Response Nurse Maylyn Dalaza, RN, dedicated their efforts to raising stroke awareness among our staff and community.

New Knowledge, Innovations and Improvement

Advancing quality health care and creating healthier communities by transforming nursing at the bedside through implementation of Research and Evidence-Based best practices.

Percutaneous Endoscopic Gastrostomy (PEG) Tube Dislodgement

Memorial Hermann Southwest supports clinical nurses' advocacy for resources to support care delivery across the organization. Intensive Care Unit (ICU) Clinical Nurses Ruby Herrera, BSN, RN, and Eunice Pena, BSN, RN, advocated for a mechanism to prevent PEG tube dislodgements. They worked with an interprofessional taskforce to create an innovative method of identifying the placement of the PEG tube. This method involved a bright colored tape to mark the placement of the PEG tube and visually determine when the tube is beginning to dislodge. Education occurred in April 2022 and was led by Education Resource Specialist Amanda Ross, RN. Starting in March 2022, the surgical team began using the colored tape to indicate PEG placement prior to patient transfer to an inpatient unit. Since implementation, zero PEG dislodgements have occurred.

Research Study: COVID-19 Stigma Towards Health Care Workers

ICU Nurse, Christy Mandeville, MSN, RN led a systemwide research study to answer the question: What is the relationship between COVID-19 stigma from others toward health care workers (HCW) and from HCWs toward patients/others? A non-experimental, cross-sectional research study was conducted to measure elements of stigma experienced by health care workers and to explore its relationship to compassion satisfaction, burnout and compassion fatigue. Christy and the research team collected data representing dynamics of COVID-19-related stigma for HCWs a year after the Texas governor declared a state disaster. The data provided insights into the phenomenon specific to Memorial Hermann HCWs as well as HCW's altruism or pro-socialness.



Innovative Technology at Memorial Hermann Southwest: Fiberoptic Endoscopic Evaluation of Swallowing (FEES)

Nutrition is an important factor for patient healing and can be disrupted if a patient is unable to pass the swallow evaluation. To help patients stay on their clinical pathway and maintain their nutrition, Nurse Directors Jennifer Steenburg MSN, RN, CCRN, and Jackson Igbino, MBA, BSN, RN-BC, NEA-BC, CMSRN, identified a new technology known as FEES. This procedure is unique as it is conducted at the bedside and involves passing a fiberoptic rhinolaryngoscope transnasally, enabling direct visualization of the surface anatomy involved in swallowing. Through the work of a nurse-led interprofessional project team, a process was created to bring this innovative diagnostic tool to our hospital. The first FEES assessment was conducted by the Speech & Language Pathology department in May 2022 in our Neuro Unit.



Empirical Outcomes

Utilize empirical outcomes to ADVANCE nursing practice and improve patient outcomes.

National Database of Nursing Quality Indicators (NDNQI)

Memorial Hermann Southwest benchmarks nurse-sensitive quality indicators against all hospitals utilizing NDNQI. The measures tracked include falls with injury, Catheter-Associated Urinary Tract Infections (CAUTI), Central Line Associated Bloodstream Infections (CLABSI) and Hospital-Acquired Pressure Injuries (HAPI), Stage 2 and above. Our goal is to lead the nation in quality indicators and exceed the means of other comparable facilities by utilizing empirical outcomes to promote nursing practice and improve patient outcomes. For FY22, majority of our nursing departments outperformed in all four categories when compared to national benchmarks.

CLABSI Prevention Campaign and Fair

Preventing CLABSIs is a nursing strategic priority for Memorial Hermann Southwest. Hospital Acquired Infection Prevention (HAIP) Champions, along with the Clinical Education Team and Infection Preventionists, organized a three-day fair highlighting the various interventions to help prevent CLABSIs. Booths included: Innovative Technologies, Handwashing, “Scrub the Hub” sanctioned by The Joint Commission, Central Line Dressing Changes, Bathing Practices, and Policy and Procedures. The Fair was a huge success, educating more than 535 participants over the span of four days.





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