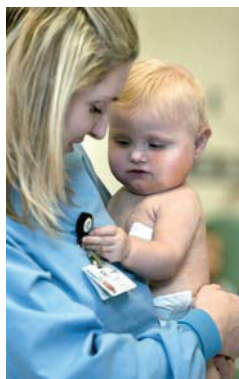


# Children's Nursing Objective

To ensure that our team of nursing professionals provides the highest level of quality patient care, service and research by providing outstanding care to patients and families and enhancing the profession of nursing



## Hearts, Hands, Minds One Nursing Body

### 2006 Nursing Strategies and Goals

<i>Interdisciplinary teams working together to create a culture of caring</i>	
Hearts	<b>Goals:</b> <ul style="list-style-type: none"> <li>➤ Implement SGOT Service behaviors</li> <li>➤ Initiate customer service rounding by unit-based nursing on all patients everyday</li> <li>➤ Continue focus on MD-RN relationship</li> </ul>
	<b>Measures:</b> <ul style="list-style-type: none"> <li>➤ Satisfaction with Nursing Care</li> <li>➤ MD Satisfaction with Nursing Care</li> </ul>
<i>Providing safe, competent care efficiently, effectively at the bedside</i>	
Hands	<b>Goals:</b> <ul style="list-style-type: none"> <li>➤ Launch Central Staffing Office</li> <li>➤ Implement safety net for clinical practice</li> <li>➤ Enhance transparency</li> <li>➤ Define and communicate safety expectations</li> <li>➤ Eliminate outside agency staff and premium pay</li> </ul>
	<b>Measures:</b> <ul style="list-style-type: none"> <li>➤ RN Vacancy Rate 5.2%</li> <li>➤ Hire 100 nurses in 100 days</li> <li>➤ Nursing Care Hours/UOS</li> </ul>
<i>Capitalizing on nursing skills and talents to problem solve, assess risk and plan care</i>	
Minds	<b>Goals:</b> <ul style="list-style-type: none"> <li>➤ Launch CAN</li> <li>➤ Utilize Talent Planning to target leader development and succession planning</li> <li>➤ Develop new graduate acceleration program</li> <li>➤ Increase number of RNs with BSNs</li> </ul>
	<b>Measures:</b> <ul style="list-style-type: none"> <li>➤ RN retention 88%</li> <li>➤ First year RN retention 83%</li> <li>➤ RNs with PALS certification 40%</li> </ul>
<i>Top tier nurses providing outstanding care</i>	
One Nursing Body	<b>Goals:</b> <ul style="list-style-type: none"> <li>➤ Define the image of nursing</li> <li>➤ Share the vision of nursing</li> <li>➤ Identify clinical competency model</li> <li>➤ Assess nursing engagement</li> <li>➤ Streamline policies and processes</li> <li>➤ Define the system care delivery model</li> <li>➤ Magnet Recognition</li> </ul>
	<b>Measures:</b> <ul style="list-style-type: none"> <li>➤ Employee engagement survey</li> <li>➤ Completion of Magnet document</li> </ul>

# Heart

## Interdisciplinary teams working together to create a culture of caring

The heart of nursing has shown more than ever this year. Through our Magnet Journey we have seen and heard remarkable stories of caring and quality. Early in the year, we have capitalized on the work of the interdisciplinary team with the kick off of CHOICE, the new shared decision making model. A focus of relationships this year and previous years has resulted in a better work environment marked by high customer service scores from patients, families and physicians.

### Customer Service

Each Children's employee is expected to demonstrate the service behaviors all day, every day by smiling and greeting every person we encounter; owning by assessing and responding to needs; keeping the customer well informed; addressing concerns and complaints in a timely manner; and thanking our customers for choosing Children's. When nurses use these behaviors on patient rounds and in their interactions with peers, they work together to create a culture of caring. Nursing leaders model and reinforce the use of service behaviors when they focus on rounding by checking in with employees. The overall goal of leadership rounding is to create conditions that result in engaged employees and improved work environment, ultimately leading to a positive patient experience.

### Individual Nursing Questions

Survey Item	Actual	Percentile
Standard of Nursing Care	90.5	69 %
Friendliness/courtesy of nurses	93.2	75 %
Nurses' promptness to call button	85.7	30 %
Nurses' attitude toward requests	90.8	65 %
Nurses' special/personal needs attention	89.7	73 %
Nurses' ability to inform using clear language	91.4	77 %
Nurses' skill	92.3	78 %

### Overall

Satisfaction	YTD Actual	Percentile	Target
Inpatients – Nursing Care	90.5	69%	75%
ED patients – Nursing Care	88.7	94%	top quartile
Immediate Care – Nursing Care	89.7	61%	75%

### Recognition

#### Daisy Award Winners

Chris Cotterman  
Karen Gutting  
Rhonda Stocks  
Sarah Mann  
Kum Kim  
Lisa Severa  
Doris Nesbitt  
Traci Steinhauer  
Stephanie Layfield  
Stephanie Romanelli  
Markie Carroll  
Zodonna Vann  
Cessalee Nichols  
Niki Pruitt  
Lauren Autrey  
Mary Boyle  
Carmelita Washington  
Mark Chapman

#### Hope & Will Award Winners

Susan Etheridge  
Cacee Pracht  
Risa Abramsky  
Sue Gammill  
Ann Van Remmen  
Jean Williams  
Sarah White  
Amy Kramer  
Susan Ledbetter

#### Service Awards for Nurses

5 years – 154  
10 years – 38  
15 years – 36  
20 years – 33  
25 years – 13  
30 years – 3

### CHOICE

The redesigned shared decision-making structure, CHOICE was fully implemented. CHOICE provides an opportunity for the interdisciplinary healthcare care to participate in clinical decision making that affects patient care and practice.

### MD-RN relationship

Children's also has developed a DVD about the importance of nurse-physician relationships. It stresses the correlation between good nurse-physician communication and effective patient care, and it illustrates common communication mistakes both physicians and nurses make. The DVD is also being used by four other children's hospitals.

Satisfaction	YTD Actual	Percentile	Target
MD with Nursing Care	4.4	98%	top quartile

# Hands

## Providing safe, competent care efficiently, effectively at the bedside

Providing safe, efficient and effective care is essential to every nurse's job. A tireless effort has been made to achieve aggressive goals to provide adequate staffing, measure the care provided and improve nursing practice. The Campus Patient Safety Council and the new CHOICE Patient Care and Quality Council has enabled nurses to be actively involved in assessment, planning and implementing quality processes to improve patient care and nursing practice. The CAN program has set the expectations to achieve quality care results while enhancing the practice of the professional nurse. The Central Staffing Office (CSO) had a successful launch as the first step to ensure the proper alignment of clinical resources with the needs of the direct care nurse. A focus on the need to better learn from our mistakes has led to more transparency of our error investigation process. Quality and Nursing leaders have begun to report our errors to the care providers without jeopardizing the confidentiality and integrity of the process or people involved thus enabling a more urgent response and ownership of the **Speak Up** campaign. We are accountable as a nursing body to Speak Up! When our patients are – or even might be – in trouble, the nurse or clinician is expected to speak up in support of the patient. Raising a flag early when you feel something might not be right means taking ownership of that patient's safety.

### Patient Safety Process Improvements

For staff at the main campuses, a **Rapid Response Team** launched December to provide nurses with additional clinical expertise and support. The Rapid Response Team is an easy-to-reach first-line resource for nurses, other clinicians, and physicians. Activation is driven by the nurse whenever his/her "gut" or the data says the patient is in trouble. It is always right to call the Rapid Response Team. Their role is to assist in patient assessment, stabilization, and communication with the physician.

The use of **SBAR** (Situation-Background-Assessment-Recommendation) to effectively communicate is the standard for nurse-physician communication and transfer of care for our nursing body at Children's. The format is functional, organized and provides nurses and physicians with a tool to ensure vital information about a patient's status is communicated clearly and efficiently. If the physician can not be reached, is not readily available to assess the patient, or if there are concerns about the physician response, nurses use the **Escalation Process**.

In the evaluation of our patient safety culture, we have seen noted improvements in staff's attitudes and use of **ONS reporting** following the approval of a non-punitive ONS reporting policy. Initial assessments showed a 19% increase in reporting errors that were caught and corrected before the patient was affected.

Addressing **Transfer of Care** has been a priority and many initiatives have already inspired safer patient care. In April 2006 one of the first process improvements was the system-wide introduction of the **Med Minute**, a focused and planned time to reconcile all of the patient's medication. The Med Minute occurs each time the care of the patient is transferred from one RN to the next RN. By December 2006, for every 1000 doses of medication administered, 23.9 errors per had been avoided. In addition to avoiding potential harm to patients, we realized a \$209,360 savings by administering medications properly the first time. The elimination of medication bins in the medication rooms also supported safe and effective medication administration.

## Quality

### Nursing Sensitive Quality Indicators

	Actual	Target
Medication Errors/1000 doses	1.42	1.5
Mislabeled Specimens	38.5%	21%
Patient Identification	97%	98%
BSI rate	4.94%	2.90%
Ventilator Associated Pneumonia	0.94	1.05
National Patient Safety Goals	96.8%	96%

### Evidence Based-Practice and Research

There has been a growing interest in the use of evidence based-practice (EBP) and clinical research. Sixty-eight nurses took the Evidenced Based-Practice class taught by the Quality department. Twenty-six nurses participated in the Introduction to Clinical Research by Taylor Sommers, MPH, BSN, RN, CHES, CPN, the Senior Research Nurse for Nursing and Allied Health.

### Using EBP and Research

Journal clubs have been a way in which the nurses incorporate evidence based-practice and research to their practice and patient-care management. Children's has many active Journal clubs.

All patient care policies consider EBP and research and applicable references are documented within each policy.

### Nursing Research

Jacqueline Kosakowski, RN, MSN, Emergency Services received the Dudley L. Moore Nursing and Allied Health Research Award to research "Infrared Imaging Systems Utilization in Pediatric Peripheral Vascular Access"

Risa Abramsky, RN, Neonatology Services received the Dudley L. Moore Nursing and Allied Health Research Award to research "Accuracy of Measuring Axillary Temperatures Using a Skin Temperature Probe"

Additionally, Children's nurses exhibited 17 poster presentations on nursing and nursing related topics at professional conferences and events.

## Staffing

The nursing leaders worked closely with the nurse recruiters to implement programs and processes that attract professional nurses. A Search Engine Optimization project also resulted in Children's being a top result when candidates search for pediatric nursing jobs on the web. There were 414 nurses hired in 2006 with considerable focus on new graduates.

**141 nursing new grads were hired in 2006 – 15% more than in 2005**

Vacancy Rate	YTD	Target
RN	3.7%	5.2%
Time to Fill	YTD	Target
RN	43 days	60 days

**Clinical Resource Management Department** was implemented to consolidate all supplemental clinical resources and management into one centralized department.

### Central Staffing Office

The goal of hiring 100 nurses in 100 days to staff the Central Staffing Office was exceeded by a factor of two. 203 experienced nurses were hired to fill the CSO positions which will be used to provide flexible staffing throughout the hospitals.

## Financial Indicator

	Actual	Budget
Nursing Care Hours/UOS	10.1	10.15

# Minds

## Capitalizing on nursing skills and talents to problem solve, assess risk and plan care

To get and keep the very best nurses, nursing services completed the implementation of the CAN program, developed new graduate acceleration programs and utilized a formal Talent Planning process to target leader development and succession planning

People	Actual	Target
RN retention	88.4%	88.0%
First year RN retention	82.7%	83.0%
RNs with PALS certification	65%	40%

### First-Year Retention

In spite of the increased attention on retaining employees during their first year at Children's, neither System nor RN first-year retention goals were met in 2006.

	RN	Target
All RN	82.3%	83.0%
Egleston	82.7%	83.0%
Scottish Rite	81.7%	83.0%
Physician Practices	71.4%	83.0%
The Park	88.9%	83.0%

### Improving First Year Retention

In an effort to improve first year retention, the staff nurse was one of four positions were selected in 2006 for review and focused attention. The New Graduate Acceleration programs assisted in improving the system first-year turnover from 47% in 2005 to 40% for 2006.

### Professional Development

The 2006 Annual Nursing Conference: Promoting Excellence in Pediatric Care had 149 internal and 50 external attendees.

### Certifications

- As of March 2006, an estimated 257 nurses are certified; anticipating a significant increase for March 2007 report
- 24 Children's employees completed the Emergency Nursing Pediatric course (ENPC)
- 1171 of our 1806 nurses are PALS certified. The Learning Center offered 13 full PALS courses and six PALS renewal classes at no cost to employees.
- 180 nurses completed the Certification in Pediatric Nursing (CPN) two-day review course onsite
- 56 nurses took the CPN exam; Children's is a testing site for the exam and several of our clinical educators provided the proctor supervision for the exam.

The **New Graduate Acceleration Program** was implemented to increase hiring and retention of new grads and is comprised of several components:

- The **Floating Preceptor Program** was launched in August to support new nurses after orientation. Over 80 new grads have been served through this program so far.
- 149 nurses were trained for the structured **Nurse Mentoring Program**, of which 72 have been paired with recent grads for a one-year period. 76% of the new grads this year were paired with a trained mentor.
- 80 **Senior Practicum Students** from 11 different schools were placed on nursing units with a dedicated preceptor for a full semester of intense clinical experience. 64% of these students were hired upon graduation.
- Year round **Nurse Resident Program** had 126 new graduate nurse hires.

### Total nurses hired in 2006 – 414, of these 145 new graduates.

**Nursing School Outreach** incorporated the use of the new Nurse Speakers Bureau and adjunct faculty placement. Children's gave \$25,000 to support a Georgia State University Nursing School faculty.

### Experts at the Bedside

#### Advance Practice Nurses

Children's has 124 advanced practice nurses (APNs), who function as "dependent practitioners" for inpatient practice, and as independent practitioners (with the appropriate supervision by the delegating physician) for outpatient practice. APNs or nurse practitioners are governed by the Professional Staff Bylaws, Policies and Rules and Regulations. Other APNs include Staff Nurse – Experts, Certified Registered Nurse Anesthetists (CRNA) and Clinical Nurse Specialist (CNS).

### Promotions

A total of 322 nurses were promoted in 2006. Since CAN launched in April, 112 nurses have been promoted to one of the program's five career levels.

**Nurses took over 6000 continuing education classes in 2006**

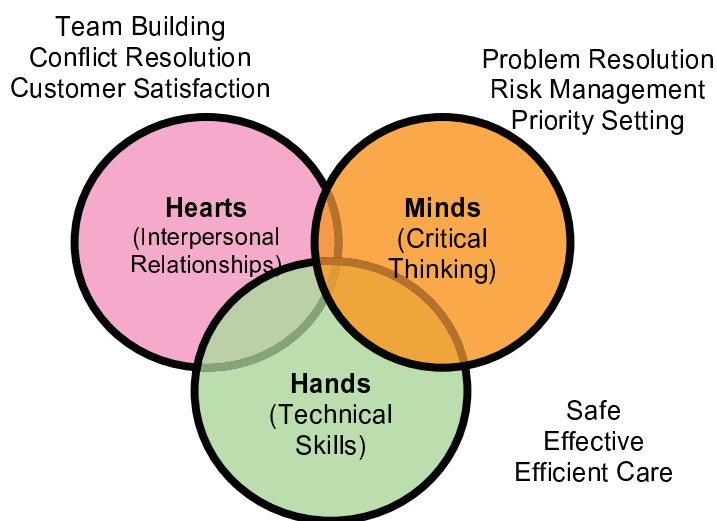
# One Nursing Body

To achieve the vision for Children's Nursing Services to provide "Outstanding Care by Top Tier Nurses", our competency model and the messaging of "Heart, Hands and Minds. One Nursing Body." provided the framework to accomplish our goals and objectives. This structure guides the development of our programs designed to advance nursing practice and performance.

## Nurses Engagement

	All Children's	All Nursing	Scottish Rite Nursing	Egleston Nursing	First-Year Nursing
Fully Engaged	41%	37%	36%	34%	35%
Engaged	45%	47%	46%	51%	52%
Somewhat Engaged	9%	12%	12%	12%	10%
Disengaged	4%	4%	6%	3%	3%

## Nursing Framework



### Competency Model

The CAN program emphasizes the hearts, hand and minds of nurses by setting expectations to achieve behaviors in the areas of Clinical Practice, Professional Development, Leadership and Quality/Evidence-based Practice all for the goal to advance the level of professionalism of the nursing staff.

## Image Achievements

Introduced the **Hearts, Hands, and Minds. One Nursing Body** supporting graphic.

The **Nurses Station** Web site on *Careforce* provided an online forum to disseminate nursing information and added a potentially interactive option where nurses can pose questions and comments for leadership.

The pursuit of Magnet status was facilitated through the **Magnet Coordinating Council** weekly conference calls with an average attending of 60 direct care nurses and leaders.

Over 900 nursing representatives on department and system councils and committees.

Approximately 47 nurses working in nontraditional roles participated in a survey on how being a nurse affects their job.

More than 75 Children's marketing pieces and external media publications featured our nurses