February 2011

Transformational Leadership (TL)

TL2 Advocacy for Resources to meet unit goals	4 North Council – ADT Tracking Tool Pediatrics – Increased CNAs on day and night shift ICU2 – 22 hands free linen carts, Coviden Maxicare underpads, Dignicare Stool Management Wound Care NP – Reduction of HAPU CNO – Bariatric Care Coordinator position
TL3EO	Bariatric Center of Excellence Designation 2008 – 2009 Stroke Center of Excellence Designation 2009 – 2010 Bed Replacement Cost Reduction QI Project Cardiothoracic Program
TL4EO CNO Influenced Change	Organization-wide Shared Decision Making Case Management / Hospitalist Program Re-Design
TL5 Planned and unplanned change	EMR H1N1
TL6 Leadership Education, Succession Planning	Torrance Memorial University (Manager, Lead, Leadership Certificate Course) Clinical Quality Process Improvement Training
TL7 How leaders value, encourage, recognize/reward and implement innovation.	Home Health Hospice NLF Presentation (Readmission Reduction Process)
TL8 Direct Care RNs access to the CNO	PCU 7 – Lorri Bailey Story

TL9 Direct Care RNs access to nurse leaders	Quotes from nurse managers
TL10 Nurse Leaders Use input from direct care providers	Cath Lab goes to 12 hours Pediatrics Mural ICU Infection Control Workgroup PACU / PreOp – Staffing Patterns Peds/NICU – Pediatric RRT Cardiac Rehab patient education
TL10EO	PCU Falls Reduction HH/Hospice – Start of Care Pathway

Structural Empowerment (SE)

SE1 Organizational Decision Making	IPCC, Pride and Communication Council, Service Excellence Council, Leadership Education Council Nursing Practice Council (NPC), Nursing Professional Development Council (NPDC), Nursing Leadership Council (NLC), Nurse Executive Council (NEC)
SE1EO Two (2) Improvements in different practice settings because of nurse involvement	Critical Care – Infection Control Workgroup Reducing Central Line Associated Bloodstream Infections NICU – Infection Control Rates Interdisciplinary Team – AMI Project
SE2 Professional Organization Involvement	Endoscopy Center – Elma Reyes RN Emergency Department – Kelly Belshe RN Imaging – Rhonda Beiley RN
SE2EO Two (2) Improvements that occurred because of nurse involvement	Labor and Delivery – Natalie Salmon RN OB-ACLS NICU – Renee Coles RN and Liz Ferris RN Central Line Bloodstream Infections
SE3 Support for	Beth Marshall RN – Professional Development Coordinator Educational Assistance Program

nursing education	
SE3EO Goals met for advanced degrees in nursing	Nursing Professional Development Council set the goal of increasing BSN OR MSN degrees by 1% each year – Goal Achieved!
SE4 Support for professional certification	Medical Staff Grant "Pay it Forward" Initiative Photos of ED Nurses and OR Nurses at on-site review courses Photos of Certified Nurses Day
SE4EO Goals met for professional certification	Nursing Professional Development Council set the goal of increasing the number of certified nurses to 21% by year-end 2010 – Goal Achieved!
SE5 Continuing Education Programs for Nurses	CNS Needs Assessment Survey of Staff Torrance Memorial University Leadership Education Council Nursing Professional Development Council CE Direct Nursing Reference Center Online BLS Preceptor Training Professional Role of the RN Parts 1 & 2
SE5EO Effectiveness of two (2) educational programs	Hypoglycemia Project American Heart Association On-line BLS Program Medical Surgical Units – Rapid Response Team Mock Code Blue Training
SE6 How TMMC provides career development opportunities for non-nurses	High School Scholarships from Torrance Memorial Healthcare Foundation Tanesha Jackson RN – Vim & Vigor article "Making Dreams Come True"
SE7 Promoting the teaching role of nurses	Torrance Memorial University – Educator Certificate Program, Presentation Skills, How to Design a Class, How to be a Dynamoc Instructor Annual Skills Fair Clinical Orientation

	Versant Internal Experts teach Certification Prep Courses BLS, ACLS, NRP Instructors Preceptor Story – Khadeer Khan RN Imaging Nurses Operations Council – Madeline Karl-Jackson RN
SE8 How nursing facilitates the effective transition of new graduate nurses	Versant RN Residency Photo of Cohort #8 Graduation Photo of Cohort #4 Irmenda Gallardo RN Graduation Speech January 9, 2009 Nohea Brede RN ICCU Essay Contest Winner Christina Treller RN PCU6 Essay Contest Winner
SE9 Nurses support for community educational activities	Speakers Bureau Stories from Paula Bauer RN – Cancer Resource Center CHANGE Program – Maryjane Bouman RN – Cardiac Rehab Diabetes Miracle of Living – Julie Semper RN – Diabetes CNS POLST – Mary Hersh – Palliative Care Program Girl Scout Troop Education – Barb LeQuire RN – Clinical Education Health Day at Harbor Interfaith Services – October 2009 OR Show and Tell – Rhonda Hornack RN – OR Annual Pediatric Symposium – Marcella Boyd RN - Pediatrics
SE10 How nurses support academic practicum experiences	Clinical Instructors: Lourdes Antonio RN Beverly Berlin RN Kathy Vo RN Heather Riley RN Thank you photo from El Camino College to TCU
SE11 Affiliations with Schools of Nursing, Consortiums or Community Outreach Programs	Schools of Nursing: TMMC Nurses as clinical instructors Beth Marshall RN - Professional Development Coordinator Nursing Research Committee established consortium with surrounding centers of academia Community Outreach: Kids n Fitness Thelma McMillen Center for Chemical Dependency
SE11EO The results of	Mount Saint Mary's Loan Forgiveness Program STEMI Receiving Center – Community Outreach Program

the affiliations with Schools of Nursing, Consortiums or Community Outreach Programs	
SE12 How TMMC supports and recognizes the participation of nurses in service to the community	Partners for a Health South Bay: Community Grants 2010 recipients PCU7 – Leslie Sun RN, Angela Yang RN: Camp Del Corazon story Leadership Torrance – Peggy Berwald RN: CNO Breast Diagnostic Center donates a Christmas tree to Alondra Menendez
SE13 How TMMC addresses the healthcare needs of the community by establishing partnerships	Harbor Interfaith Services Adopt-a-School Program Cancer Survivorship Program LIVE**STRONG**
SE14 What TMMC uses to recognize and make visible the contributions of nurses	Local Newspaper – Daily Breeze Reader Poll South Bay's Best Hospital Website Nursing Leadership Forum Council Presentations Clinically Speaking articles The Nurses Float – Nurse Week Recognition Lianna Ansryan RN – Medical Mission to Haiti Employee Edition BRAVO section Nursing Professional Development Council advocated for certification plaques to recognize nurses Hospital Hero Award (Hospital Association of Southern

	California)
SE15 Nursing community and the community at large recognize the value of nursing at TMMC	Local: Anne Keinberger RN – Daily Breeze article “Rescuers honored for saving man’s life” State: Association of California Nurse Leaders (ACNL) 2010 nominations: Candace Millek, Lynda Stoodley, Terri Ferry, Heather Shay, John Blenkinsopp 2011 nominations: Barb LeQuire, Cynthia Edgelow National: Daisy Foundation (2010 Daisy Recipients and their stories) International: Japanese Nursing Summit – Maki Jerden presented the role of a NP in a acute care setting.

Exemplary Professional Practice (EP)

EP1 How nurse develop, apply, evaluate and modify the Professional Practice Model	Nursing Practice Council – Model of Care videos, Survey monkey survey, QCM toolkit
EP1EO Two (2) examples of applying the Professional Practice Model	5 North – Hourly Rounding Implementation 4 North – Spektralink phones to improve communication TCU – Primary Care Teams Emergency Department – Development of a flexible staffing mode – Staffing Matrix OR – Normothermia Core Measure
EP2 How nurses investigate, develop, implement and evaluate standards of practice and	Nursing Policy and Procedure Committee Nursing Research Committee 2 North – Use of the butterfly sign for patients receiving end of life care Maternal Child – High Risk OB Committee Hand off communication / SBAR

care.	
EP3 Direct-care nurse involvement in tracking and analyzing nurse satisfaction	NDNQI RN Survey Flyer and letter of invitation
EP3EO That nurse satisfaction at the organizational level outperforms the mean of the national database used	NDNQI RN Survey Photos of Imaging and Emergency Department Participation Rates Action Plans for Staffing Resource Adequacy - ALL Action Plans for Nurse Physician Relations - ALL
EP4 Care Delivery System involve patient and/or his/her support system. Two (2) examples of a plan of care	Care Delivery Models – ICU2/BICU – Total Patient Care Delivery L&D – Primary Care Delivery PCU 6 & 7 – Team Care Delivery Mother/Baby – Family Centered, Patient Focused Medical Surgical – Modified Team Approach TCU – Primary Team Nursing NICU – Total Patient Care Delivery Emergency Department – Modified Total Patient Care NICU – Multi D Rounds NICU – Family Care Conferences Emergency – Family Involvement in Code, Family Involvement in Care Delivery TCU – Primary Team Nursing
EP5 How nurses use the Care Delivery System to make patient care	Case Management as Coordinator of Care Emergency Department ICU – Nurse as Coordinator of Care TCU – Continuity of Care PCU – Continuity of Care PCU Stroke Care Lead Training Re: Staffing and Assignments

assignments to ensure continuity of care	
EP6 How regulatory and professional standards are incorporated into the Care Delivery Systems	California Nurse Practice Act California Mandated Staffing Ratios Professional Standards
EP7 Structure and process used to engage internal experts and external consultants to improve care	Internal Consultants – CNS, NP, APNs, TMU, Quality, Reverend Kim, Palliative Care, Clinical Informatics, SDM/Magnet, Nursing Research/EBP Quotes from: Lynda Stoodley, Julie Semper, Lianna Ansryan, Jennifer Stewart, Alfie Ignacio, Jennifer Leonard External Consultants – Vicki George (Shared Governance) Terri Ferry (Home Care & Hospice / Case Management) Janice Davidson (Nursing Research / EBP) Pamela Nye (Stroke Certification) Nadia Fedortsova (Biostatistician) Joyce Malakovitz (Diabetes)
EP7EO Two (2) improvements in the practice setting that occurred as a result of the use of internal experts or external consultants	Internal Expert Example – Mary Hersh, Palliative Care External Consultant – H Works an Advisory Board Company in the Emergency Department (LWOBS)
EP8 Staffing plan	Staffing Plan Resources added – Mid-shift position added to handle patient flow issues Budget and Resource Allocation – Positions added to meet the needs of increased patient admissions

	Patient Acuity System – Evalysis Patient Classification System Tele Tracking Bed Management System Daily Manager Staffing Huddle
EP9 Staffing and scheduling process	Staffing Matices Patient Acuity System Nurse Staffing Office – Patient Flow Supervisor Self Scheduling – ED unit example
EP10 Unit-based recruitment and retention	Recruitment: OR Training Program Home Health and Hospice - Internal Recruitment Nurse Recruiter – External Recruitment MSMC – Loan Forgiveness Program Panel Interviews for Versant Retention: Professional Role of the RN Parts 1 & 2 Workshops Involving nursing in Versant Employee Pride and Communication Council Mentor Program Debriefing Groups Panel Interviews Department Specific Recognition – ED, HH, Clin Ed, Oncology.
EP11 ANA Principles of Nurse Staffing for scheduling, delegation…..	Standards for Scheduling Support Staff Delegation State Mandated Requirements Mother/Baby Emergency Department ICU Unit Lead Training / Responsibilities
EP12 Unit and department budget formulation	Labor Budget Process Capitol Equipment Unit Example – Emergency Department: adjustment of labor based on productivity monitoring
EP13 How nurses assumed leadership roles in	Interdisciplinary Stroke Group – Renee Tinker & Alfie Ignacio Inpatient Diabetes Certification Committee – Julie Semper Anticoagulation Committee/VTE Hospice Interdisciplinary Group Critical Care VAT

interdisciplinary collaboration	
EP14 How TMMC ensures participation of nurses in interdisciplinary activities to develop policy	CNO Example – Plan for Patient Services Policy Director Example – Policy developments in preparation for Orthopedics Center of Excellence designation Nurse Manager Example – Inpatient Diabetes Certification Group Direct Care Provider Examples – TCU: UTI Prevention Workgroup
EP15 Interdisciplinary collaboration using continuous quality improvement	Clinical Quality Department LEAN Methodology Interdisciplinary Process Improvement Example – “Chatter Matters” computerized SBAR tool
EP16 Interdisciplinary communication across the healthcare setting	Cardio- thoracic Surgery Nurse Liaison – Rhonda Mohler Palliative Care Program – Mary Hersh
EP17 Interdisciplinary collaboration to ensure information systems and technology used for clinical care monitoring documentation and communication are integrated and evaluated	Interim Nursing Care Care Plan Solution Communication across the continuum of Care SBAR
EP18 Interdisciplinary collaboration to	Diabetes Self – Management Guide The Breast Program

develop, implement and evaluate comprehensive patient education programs	Pain Workgroup
EP19 Nurses have ready access to and routinely use current literature, professional standards and other data sources to support autonomous practice	Active Staffer – to sign up for in-services and courses offered through Clinical Education and TMU (Hospital Vision Sessions, On-Site Certification Review Courses, Annual Skills Fair, ACLS, BLS, NRP etc.) Focal Point and Capsule – to access evidence-based policies and procedures Micromedex – access drug information, patient education etc. CE Direct – Free access for all TMMC professionals. Access to more than 500 Nursing Spectrum Continuing Education Courses offered online Medical Library – Librarian Anita Klecker can assist with literature searches. Nursing Reference Center and EBSCOhost
EP20 Nurses at all levels routinely use self appraisal performance review and peer review, including annual goal setting	CNO Director Nurse Manager Staff RN Clinical Ladder Nursing Professional Development at the Executive Level Nursing Professional Development at the Unit Level
EP21 Structures and processes to support shared	Shared Decision Making Structure Nursing Department/Unit Councils Nursing Discipline Councils Organizational Councils Clinical Informatics Team

leadership	
EP22 Nurses are accountable to resolve issues related to patient care or operational issues	Short Stay – Chemo Wait Times PI Study TCU – Patient story Breast Diagnostic and Cancer Resource Center – Patient Story Patient Advocate – Patient Complaint Process
EP23 ANA Code of Ethics for Nurses	TMMC Ethics Committee Patient referral examples: Pediatrics ICU/Emergency Department Critical Care
EP24 Nurses resolved issues related to patient privacy security confidentiality	HIPPA Tips Wrong patient wrong insurance Faxing patient results Facebook Social Network sites Outpatient Radiology story Emergency Department – Safe Haven (Newborn Surrender Policy)
EP25 TMMC identifies and addresses disparities in the management of the healthcare needs of diverse patient populations	Community Benefit Budget plan Care of Homeless Patient Pregnant Adolescents
EP26 How nurses use resources to meet the unique and individualized needs of	Four Legged “Family Member” Enjoys Hospital Stay Labor & Delivery – Antepartum patient rooms get refrigerators (Carol Kretsch) Burn Center Homeless Patient (Naiwei Chang) Surgical Services/Pharmacy – The “Corn Lady” (Rhonda

patients and families	Hornack & Susan Van Campen) Imaging – A Little Warmth Goes A Long Way (Madeline Karl-Jackson) 2 North – Daddy's Little Girl Gets Married (Jessielyn Martinez)
EP27 How TMMC promotes a non-discriminatory climate for patients	Charity Care Spiritual Care Emergency Medical Treatment Labor Act Care of Indigent Psychiatric Patients Mother/Baby – Gay Couple delivers twins via surrogate
EP28 Structures to identify and manage problems related to incompetent, unsafe, unprofessional conduct	Corporate Compliance Education of Just Culture Adoption Documenting Complaints Chain of Command
EP29 TMMC's advocacy initiative for Caregiver Stress, Diversity, Rights, Confidentiality	TMU Classes offered Healthlink offerings Stories submitted by Marie Herbrandson, Dianne Cota, Anonymous Nurse
EP30 Workplace Safety for Nurses	Environment of Care Committee Environmental Safety Rounds 2 North - Use of Evidence-Based Guidelines to Safeguard Nurses against Chemo Exposure

	5 North – Council sets goal to reduce back injuries OR – Nurses set goal to reduce incidences of Needle Stick injuries
EP30EO Two (2) workplace improvements for nurses	"We Care" Ergonomic Preventative Program Blood and Body Fluid Exposures – Labor & Delivery, OR
EP31 How TMMC uses a facility-wide approach to proactive risk assessments	Healthcare Failure Mode Effects Analysis (HFMEA)
EP32 Support for a culture of patient safety	Patient Safety Manager Just Culture
EP32EO Nurse – sensitive indicator data	<u>Adult Inpatient Units:</u> Injury falls per 1000 patient days Hospital Acquired Pressure Ulcers Restraint Usage Central Line Associated Bloodstream Infections Ventilator Associated Pneumonia Nosocomial MRSA Infection/Colonization <u>Mother/Baby:</u> Exclusive Breastfeeding Rates <u>Outpatient:</u> Complete and accurate nursing assessment prior to moderate/deep sedation Appropriate discharge process following moderate/deep sedation <u>Surgical Services:</u> VTE Prophylaxis ordered and used during surgery Appropriate hair removal
EP33	Quality Structure Clinical Quality and Accreditation Department

Structure used to allocate and reallocate resources to monitor and improve quality of nursing and total patient care	Hand-Offs of Care Enhancing the Rapid Response Process The Tracer Team
EP33EO Demonstrate how the allocation and/or reallocation of resources improved the quality of nursing care	Reduction of Hospital Acquired Pressure Ulcers Pneumonia Core Measures
EP34 Nurse leaders ensure the dissemination of comprehensive quality data to direct-care nurses	Unit Dashboards Shared Decision Making Council Structure Quality boards on the unit (Photo of Mother/Baby Unit's board)
EP35 How TMMC identifies significant findings and trends in overall patient satisfaction	Patient Experience Workgroup 91/2 Things Torrance Would Do Differently TMU – Customer Service Certificate Program
EP35EO Patient Satisfaction Data at	<u>Courtesy and Respect from Nurses</u> Courtesy of ED Nurses Courtesy of OP Providers Courtesy and Respect from Nurses

Organizational Level and action plans	The staff was respectful and courteous in your home (Home Health) <u>Careful Listening</u> Confidence and Trust in Nurses Confidence and Trust in Providers You were satisfied with our nurse (Home Health) <u>Pain</u> Amount of pain medication given Adequate pain control in ED Amount of pain medications given was enough Pain well controlled Staff assisted you with pain control if needed (Home Health) <u>Education</u> Taught how to care for my child Told when test results received Told how to learn about test results Talked about help needed The staff explained what to expect during home care (Home Health)

New Knowledge, Innovations and Improvements (NK)

NK1 Nurses evaluate and use published research findings in their practice	Emergency Department Journal Club (Therapeutic Hypothermia) APN Journal Club Kimberly McElroy RN, Heather Froseth, Donna Yukihiro – Preterm Labor Policy Jennifer Stewart RN, CNS – NRP Simulation Clinical Directors – Leadership Challenge
NK2 Institution Review Board	Institutional Review Board (IRB) Approvals Candace Millek RN – Pressure Ulcer Prevention Knowledge of Acute Care Nurse Study Miriam Sleven RN – Use of Patient-Directed Treatment Summary by Breast Cancer Survivor Study
NK3 Direct Care Nurses support the human rights of participants in research	Diane Sutton RN – Direct Care Nurses Participate in Human Subjects Research

protocols	
NK4 Structures to support, develop and expand Nursing Research	Nursing Research Council Nursing Research/EBP Fellowship Program Kathleen King RN – Late Preterm Infant Care Grace Lines RN – Gestational Diabetes Edward Nazareth RN – Vascular Access in the PCU Lianna Ramos RN – Decreasing Neonatal Nosocomial Sepsis in the NICU Sheryl Seki RN – Appropriateness of using AORN Standards in the Interventional Radiology Suite
NK4EO One (1) Completed Nursing Research Study	Miriam Sleven RN – Research Study: Use of a Patient Directed Summary by Breast Cancer Survivors"
NK5 Dissemination of knowledge generated through Nursing Research	Nursing Research Grand Rounds by Dr. Anna Gawlinski RN NLF Council Presentations – Internal Dissemination Table of EBP Presentations to External audiences – Miriam Sleven RN, Mary Hersh RN, Lynda Stoodley RN, Liz Clark RN, Barbara LeQuire RN, Robert Vos RN, Donna Yukihiro RN, Alfie Ignacio RN, Naieri Chang RN, Lianna Ansryan RN, Cynthia Edgelow RN, Maki Jerden RN
NK6 Structures and processes used to evaluate existing nursing practice based on evidence	Nursing Practice Council Nursing Policy and Procedure Committee PCU – Vascular Access in the PCU, Edward Nazareth RN, Fellow NICU – An EBP Guideline for Blood Culture Collection in the NICU, Rianna Ramos RN, Fellow
NK7 Translation of new knowledge into practice	5 North – Hourly Rounding Labor and Delivery, Mother/Baby – Exclusive Breastfeeding NICU – Retinopathy of Prematurity Endoscopy Center – Improved Communication with SBAR Pediatrics – Improved Patient Satisfaction with Call Light and Discharge Phone Calls Imaging – Immobilization vs. Sedation in Pediatric Patients
NK7EO How	Labor and Delivery – Elimination of Non-Medically Indicated (Elective) Deliveries Before 39 Weeks Gestational Age

translation of new knowledge affect patient outcomes	NICU – EBP Guideline for Decreasing Neonatal Hypothermia on Admission in the NICU Burn ICU – EBP Protocol to control MRSA Transmission in the Burn Unit ICU 2 / ICU 7 – Nosocomial Ventilator Associated Pneumonia (VAP) Emergency Department – Acute Myocardial Infarction Aspirin Core Measure Medical Surgical – Adult Smoking Cessation Core Measure
NK8 Innovations in Nursing practice	Dianne Cota RN – Employee Support and Mental Health Liaison Multidisciplinary Preceptor Training Program Surgical Value Analysis Team (VAT) Labor and Delivery – TMMC IHI Beta Team (Hemorrhage Task Force, Oxytocin Deep Dive Nurse Driven Navigation System Cancer Resource Center Public Access Defribrillators Emergency Department Practice Council – Code ICE Service Excellence Council – Noise Reduction Plan “Shhhh Campaign” Endoscopy Center Nurse Manager is recognized for Innovation from ACNL ICU 7 – Family Involvement in Code Blues TLC – Torrance Loves Children; Sick Child Day Care
NK9 Structure and process by which nurses are involved in evaluation and allocation of technology	Clinical Informatics Department
NK9EO Improvement in practice due to nurse involvement in technology	Nursing Medication Reconciliation Improvement Labor & Delivery Unit Re-Design