



Ascending New Heights

NURSING

2016 ANNUAL REPORT
PROVIDENCE ST. PATRICK HOSPITAL

THE PROVIDENCE COMMITMENT

MISSION

As People of Providence, we reveal God's love for all, especially the poor and vulnerable, through our compassionate service

CORE VALUES

Respect

All people have been created in the image of God. GENESIS 1:27

- » We welcome the uniqueness and honor the dignity of every person
- » We communicate openly and we act with integrity
- » We develop the talents and abilities of one another

Compassion

Jesus taught and healed with compassion for all. MATHEW 4:24

- » We reach out to people in need and give comfort as Jesus did
- » We nurture the spiritual, physical and emotional well-being of one another and those we serve
- » We embrace those who are suffering

Justice

This is what the Lord requires of you: act with justice, love with kindness and walk humbly with your God. MICAH 6:8

- » We believe everyone has a right to the basic goods of the earth
- » We strive to remove the causes of oppression
- » We join with others to work for the common good and to advocate for social justice

Excellence

Much will be expected of those who are entrusted with much. LUKE 12:48

- » We set the highest standards for ourselves and for our ministry
- » We strive to transform conditions for a better tomorrow while serving the needs of today
- » We celebrate and encourage the contributions of one another

Stewardship

The earth is the Lord's and all that is in it. PSALM 24:1

- » We believe that everything entrusted to us is for the common good
- » We strive to care wisely for our people, our resources and our earth
- » We seek simplicity in our lives and in our work

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FROM THE CHIEF NURSE



Carol Bensen, MSN, RN
Chief Nursing Officer

Dear Colleagues:

In May of 2016, I was honored to assume the role of your chief nursing officer. Each day I am reminded of the compassionate care provided at St. Patrick Hospital. I am humbled to work within nursing and to lead us to improving our care environment and quality.

2016 was a year of many success, challenges and growth for nursing at St. Patrick Hospital. We continue to maintain very high volumes in our inpatient and outpatient areas. Nursing was able to manage this increased growth while continuing to provide high quality care. We continued to focus on improving our quality outcomes relating to nurse sensitive indicators including CAUTI, CLABSI, Cdiff and Falls with Injury. We also continued on our journey to improve as a High Reliability Organization and focused on improving the safety of our care environment.

A snap shot of some of this work for 2016 includes:

- » Enhanced engagement of caregivers in daily safety huddle
- » Development of a Cdiff action team to improve processes to reduce our incidence of Cdiff
- » Continued focus within the value streams to improve the practice environment
- » Successful ratification of our MNA collaborative bargaining agreement
- » Participation on the Providence St. Joseph Health system falls collaborative
- » Planning for implementation of the Clinical Academy orientation modules for ED, FMC, Med/Surg, ICU and surgical services (more to come in 2017!)
- » The Nightingale Tribute Program to honor fallen nurses at their funerals
- » ForYou sessions to help care for the caregivers
- » Surgical OR residency program implementation

Nursing is challenging work. The nurses at SPH continue to deliver care with compassion, commitment, kindness and advocacy. Thank you for your ongoing commitment to improve our nursing organization and care delivery. I appreciate your feedback on our future direction to foster an environment where compassion and courage can thrive.

Sincerely,

Carol Bensen, MSN, RN
Chief Nursing Officer

NURSING LEADERS



Joyce Dombrowski
MHA, BSN, RN, CENP, CPH
Chief Executive Officer,
St. Patrick Hospital
CNO, Western Montana Region
Providence Health & Services



Carol Bensen
MSN, RN
Chief Nursing Officer
for Providence St. Patrick



Janelle Huston
MSN, RN, CNE
Regional Senior Nursing
Director, PMG and
Population Health



Sarah Nurse
MHA, BSN, RN, CPHQ
Regional Senior Director,
Quality and Safety, Western MT



Kathy Schaefer
MSN, MMA, RN, NE-BC
Reg. Director,
Women's Health/OB/L&D



Carol Knieper
MSN, RN
Reg. Director,
Clinical Informatics



Sarah Furtney-Cardy
BSN, RN, OCN
Clinical Nurse Manager,
Medical Oncology



Tracy Hartzell
BSN, RNC-OB
Clinical Nurse Manager, L&D



Jenna Hendrickson
BSN, RN, CPAN
Clinical Nurse Manager,
Day Surgery



Samantha Hoogana
BSN, RN, CMSRN
Clinical Nurse Manager,
Surgical/Pediatrics
& Resource Pool



Anne Hoppie
MSN, RN, OCN
Clinical Nurse Manager,
Outpatient Chemo



Janet Jacobson-Glassy
BSN, RN, CVRN
Clinical Nurse Manager,
International Heart Institute,
Cardiology & Anti-Coag Clinic



Krissy Lowery
MS, BSN, RN, CEN
Director, Surgical Services



Kelly O'Brien
MSN, RN, CPAN
Clinical Nurse Manager, OR



Dawn Rohrbach
BSN, RN, CCRN
Clinical Nurse Manager, ICU



Leanna Ross
BSN, RN, RN-BC
Clinical Nurse Manager,
Neurobehavioral Medicine



Rochelle Schmauch
BSN, RN, CCRN
Clinical Nurse Manager,
Neuro Ortho



Lance Somerfield
BSN, RN, CEN
Clinical Nurse Manager, ED



Vivian Sularz
BSN, RN, CPAN
Clinical Nurse Manager,
PACU, Endo



Pam Estill
MSN, RN
Nurse Manager, Quality



Ahnna Coate
BSN, RN-BC
Assistant Nurse Manager,
Neuro Ortho



Erin Dougherty
BSN, RN
Assistant Nurse Manager,
Surgical/Pediatrics



Lindsay Dahlseid
BSN, RN, CVRN
Assistant Nurse Manager,
International Heart Institute



Erica Harapat
BSN, RN
Clinical Nurse Manager



Scott Lanser
BSN, RN, CCRN
Assistant Nurse Manager,
Cardiology



Nicole Marks
MSN, RN, CCRN
Assistant Nurse Manager, ICU



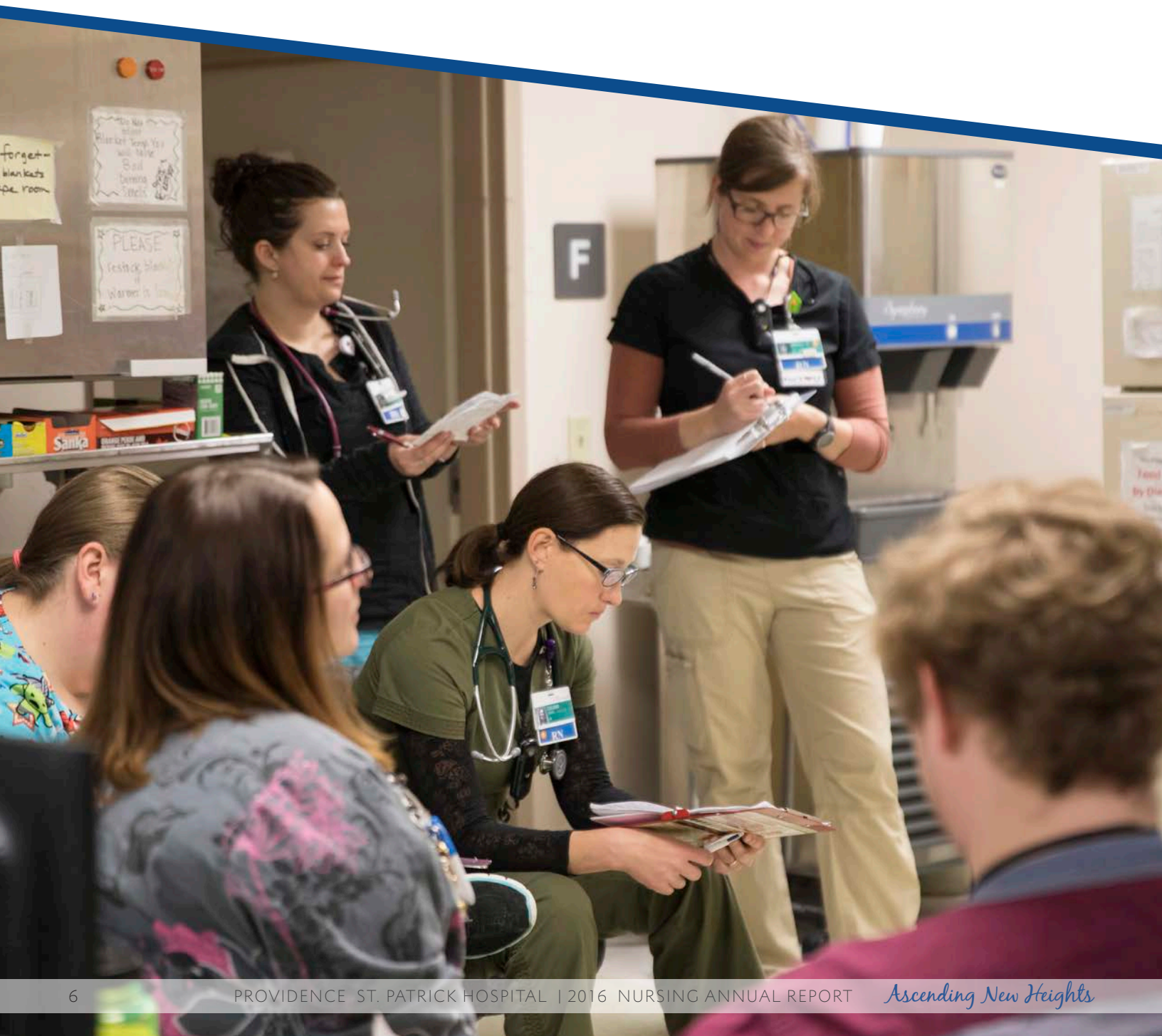
Angela Miller
BSN, RN, OCN
Assistant Nurse Manager,
Medical Oncology



Cassie Moran
BSN, RN
Assistant Nurse Manager,
Neurobehavioral Medicine

SHARED GOVERNANCE

Shared Governance councils provide meaningful contribution to the profession of Nursing at St. Patrick Hospital. Here we highlight Quality Council's value to the clinical nurse, to the patient and to the organization as a whole.



VALUE TO THE CLINICAL NURSE & THE PROFESSION OF NURSING

- » Increase understanding of the clinical nurses role in our quality performance, specifically in relation to nurse sensitive indicators
- » Track and take action on nurse sensitive indicators that ensure our Magnet Recognition
- » Increase understanding of how performance is tied to reimbursement
- » Acknowledge areas of high performance through the Quality Awards program, recognizing groups or units that demonstrate improvements or consistently high performances

VALUE TO THE PATIENT

- » Through the review of data and quality metrics, QSC identifies opportunities for improvement and requests action plans. This ensures that we continually strive to improve outcomes and the quality of care that we provide to our patients
- » Patients can be assured that we provide safe, high quality care

- » As the Leapfrog Group notes, "when we talk about patient safety, we're really talking about how hospitals and other health care organization protect their patients from errors, injuries, accidents and infections. At St. Pat's, we look at ways to prevent falls, hospital acquired infections, and medication errors.

VALUE TO THE ORGANIZATION

- » Quality metrics that are reviewed and monitored through QSC have an impact on the organization's overall performance
- » These metrics are publicly reported on Hospital Compare and also affect our Hospital Safety Grade that is published by the Leapfrog Group
 - » On Hospital Compare, St. Pat's currently has a CMS Star rating of 4 Stars
 - » Our Hospital Safety Grade is an A
- » Consumers are able to view our organization's performance and compare our results to those of other hospitals
- » High performance positively affects reimbursement through programs developed by the Affordable Care Act

OUR PROFESSIONAL PRACTICE MODEL

A Professional Practice Model (PPM) is a visual representation that depicts how nurses practice in our organization. A PPM incorporates many aspects of nursing practice, including patient care, communication, collaboration, and professional development.

It also illustrates the alignment of Nursing's practice with their mission and values. At St. Pat's, our PPM was developed by a Shared Governance Strategic Planning Team in 2010. It is a comprehensive schematic that also incorporates the beauty of Missoula and the setting in which we practice. For example, our PPM reflects the surrounding mountains, neighboring canyons, and the Clark Fork River. In Fall 2016, Shared Governance reviewed our PPM

and requested input from nurses at the September Nursing Excellence Review Session (NERS) to ensure that nursing staff felt our PPM continued to reflect their practice, vision, and values. Input from staff determined that the tenet "Care of Self" should be added to the PPM. This new tenet reflects our commitment to caring for ourselves and each other by cultivating skills such as resiliency to enhance safe, quality care to our patients.



HEALTHFUL PRACTICE ENVIRONMENT COUNCIL



The Healthful Practice Environment Council (HPEC) is the central body of our shared governance structure. Chairs and co-chairs of the individual councils comprise the HPEC. HPEC meets monthly to steer overall shared governance functions and to maintain and support open lines of communication to, from, and between the other councils.

HPEC is responsible for promoting and recognizing professionalism in nursing, for the Nursing Strategic Plan, and for addressing nursing satisfaction. In 2016 HPEC continued to select and award the Daisy Awards for excellent care, the Innovation awards, the Spirit of Nursing Award, and the HCA Caregiver Award.

HPEC reviews change forms, which are suggestions for improvements made by clinical nurses and other staff. HPEC ensures that the suggestion is addressed by the appropriate group, and is communicated to the person making the suggestion. In 2016, HPEC addressed 50 staff-driven suggestions leading to significant changes in process or practice.



QUALITY COUNCIL

AWARDS & RECOGNITION

We have several ways in which we recognize and celebrate our staff. Here are the awards specific to Nursing:

- » **Quality Award** was awarded seven times in 2016 to individuals or departments who are identified as high performers in nursing quality.
- » **Innovation Award** is a quarterly award bestowed upon a person, group, or department that has an especially effective idea that changes structures, processes or outcomes in our care delivery.
- » **DAISY Foundation Award** is a quarterly award that goes to a clinical nurse honoree who personifies our remarkable patient experience. Nominations come from patients, families and visitors.
- » **Spirit of Nursing Award** is our annual award to the Nurse that embodies our vision to answer the call of every person we serve: Know me, care for me, easy my way. Nominations come from fellow staff.
- » **Outstanding HCA Caregiver** is our other annual award that goes to non-licensed staff that embodies our vision to answer the call of every person we serve: Know me, care for me, easy my way. Nominations come from fellow staff.

Quality Award

- FEB **ICU**
Decrease in device utilization
- MAR **4N & Day Surgery**
Increase in pump compliance.
- APR **Wound Care**
HAPU rates <1% three years running
- MAY **Cancer Center**
Decrease in lab labeling errors
- SEPT **Inpatient Rehabilitation**
No falls with injury or C.diff for 6 months
- NOV **Neurobehavioral Medicine**
Alcohol use screening
- DEC **Amby Wilfong, MSN, RN & Amy Van Cleave, BSN, RN**
Skills Fair

Innovation Award

- Q1 **Claire Francoeur, MSN, RN, FNP-c**
For being instrumental in the formation of the Missoula Foster Care Clinic.
- Q2 **Cath Lab**
For inviting patients to participate in meetings to hear their concerns and implement measures to alleviate.
- Q3 **Family Maternity Center (FMC)**
Use of Nitrous Oxide to manage patient labor pain in the FMC
- Q4 **Cardiac Rehabilitation Physicians, Pharmacy, Educators and Managers**
For improvement in Phase 2 Cardiac Rehabilitation Referral metric, "Inpatients are provided the information to enroll in Phase 2 Cardiac Rehabilitation" and Weight-based Pediatric Emergency Drug Dosing

Spirit of Nursing Award

Our 2016 Spirit of Nursing recipient was Betsy Keffler, BSN, RN. Here are some comments that garnered her the award: "...champion of Safe Patient Handling. Betsy would acknowledge that the goal of utilizing patient lift equipment is to reduce patient & staff injury and decrease care costs. ...appropriate use of lift equipment is also a respectful and compassionate choice that nurses make to keep themselves and their patients safe.

Betsy most definitely embodies the PPM in the areas of Embracing New Knowledge and Sharing our Governance. Betsy is passionately committed to teaching safe and appropriate use of Lift Equipment to staff. In addition to maintaining her own knowledge of the equipment, she updates annual education modules and signage for general staff use.

Over her years of using the equipment, she has compiled a list of tips and tricks to share with fellow staff, assembled a team of Mobility Coaches, and has made herself an available resource for any staff with questions about lift equipment".



Betsy Keffler, BSN, RN (Second from left) and family

DAISY Foundation Awards

- Q1 **Emergency Department**
Steve McNamara, BSN, RN
- Q2 **International Heart Institute**
Barbara West, BSN, RN
- Q3 **ICU**
Tom Sielski, BSN, RN
- Q4 **5South**
Roxanna Drexler, BSN, RN



Steve McNamara, BSN, RN (Front row, second from right)



Barbra West, BSN, RN (on left)



Tom Sielski, BSN, RN (Middle, first row)



Roxanna Drexler, BSN, RN (Front row, second from left)

Healthcare Assistant (HCA) Care Giver Award

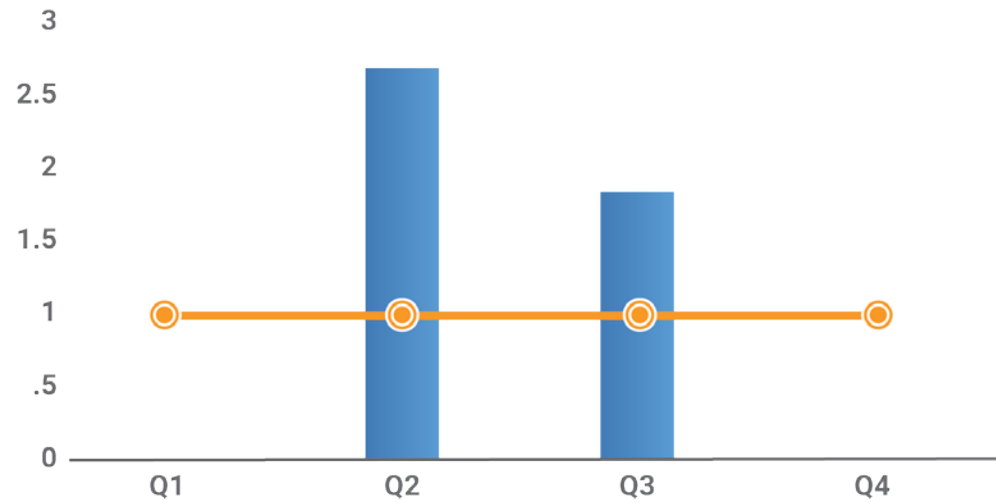
Cody Stekly, ED Tech., was awarded the 2016 HCA Care Giver Award. These are some comments that led to this award: "Cody is by far the best tech (HCA) I have ever worked with at any hospital in my nursing career. He is very fast, efficient, polite, accurate, helpful, and hard working. He has a knack for seeing the big picture and flow of the ER to anticipate what needs to be done and always takes initiative to do it instead of waiting to be told what to do."

"Cody embraces new knowledge by asking doctors and nurses questions, practicing the most current and updated forms of caregiving"

"Cody embraces new knowledge by asking doctors and nurses questions, practicing the most current and updated forms of caregiving; staying abreast to the changes in healthcare that affect our practice as well as patient outcomes. He is very smart, intuitive, and rational in his decision making abilities. He is the type of employee every employers hopes to hire."

NURSE SENSITIVE QUALITY INDICATORS

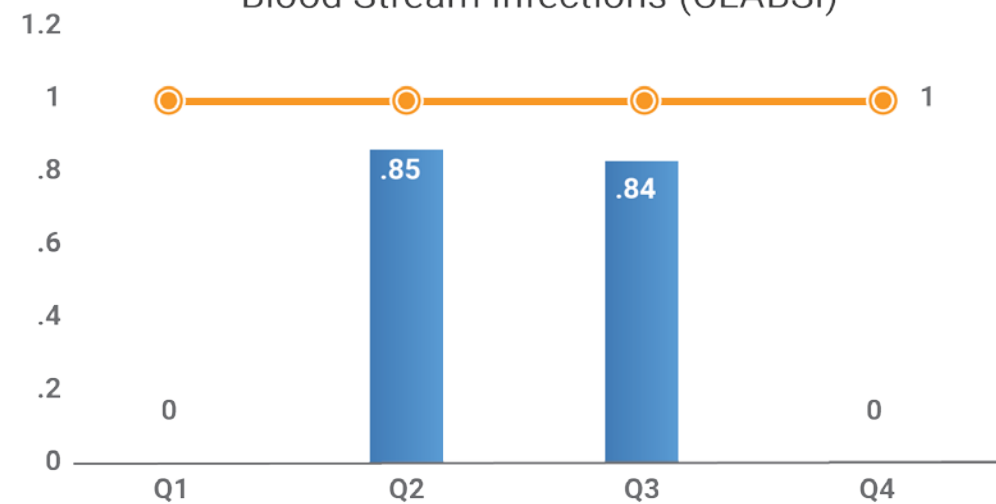
2016 Catheter-Associated Urinary Tract Infections (CAUTI)



— St. Patrick SIR
—○— Predicted SIR

The St. Patrick Hospital SIR (Standardized Infection Ratio) for 2016 was 1.06, which was just above predicted for the number (1.0) of indwelling catheter days and patient days for our inpatient units. We had a total of five urinary tract infections in 2016.

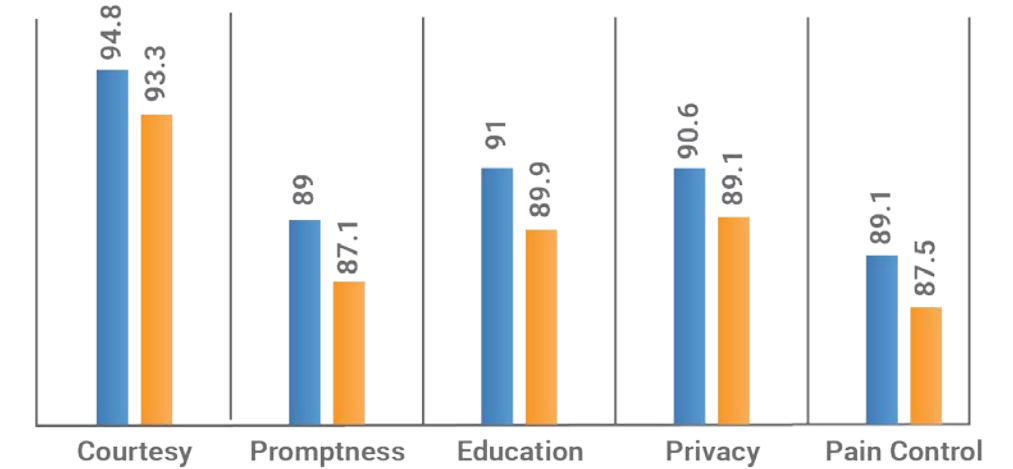
2016 Central Line-Associated Blood Stream Infections (CLABSI)



— SIR
—○— Predicted SIR

The St. Patrick Hospital SIR (Standardized Infection Ratio) for 2016 was 0.45, which was lower than the predicted value (1.0) for CLABSI, meaning we had fewer blood stream infections than anticipated. We had a total of two blood stream infections in 2016.

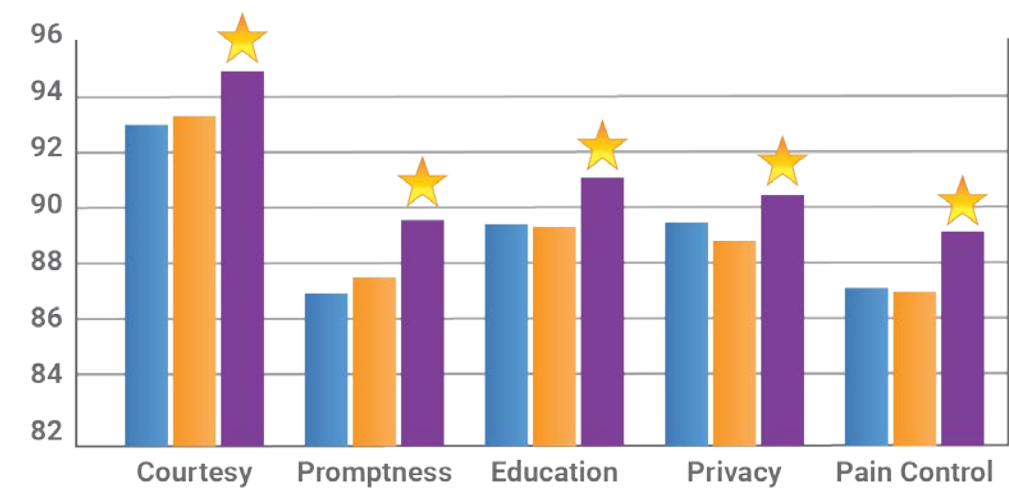
Patient Satisfaction with Nursing Care 2016



— 2016 St. Patrick Hospital
— 2016 National Mean

In 2016, St. Patrick Hospital inpatient units outperformed the national benchmark in all five categories tracked for patient satisfaction with nursing care.

Improvement in Patient Satisfaction in 2016



— 2014
— 2015
— 2016

2016 was a year of improvement, as nurses received higher patient satisfaction scores compared to both of the prior two years.

PROFESSIONAL DEVELOPMENT COUNCIL



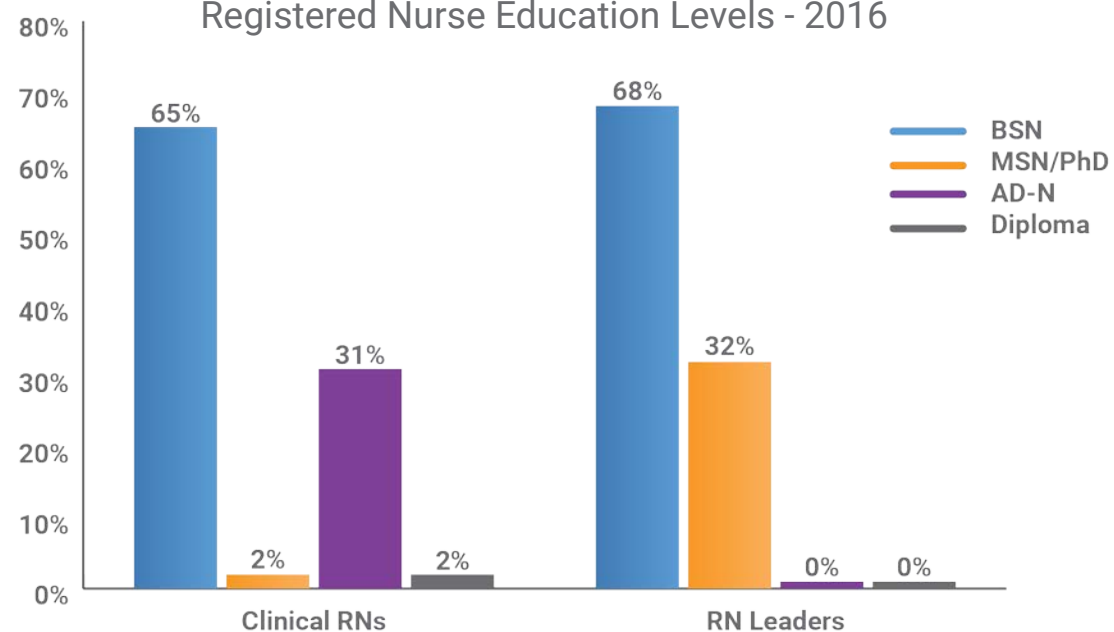
ACCOMPLISHMENTS

- » Updated the Professional Growth & Development Initiative
- » Added "Care of Self" to Professional Practice Model (PPM)
- » Actively overseeing Sources of Evidence (SOE) for Magnet document submission
- » Updated Professional Development Resource sheet
- » Created handout to promote and encourage academic progression in nursing
- » Promoting awareness of educational opportunities for SPH nursing



EDUCATION

Registered Nurse Education Levels - 2016



NEW GRADUATE NURSES

New Graduate Nurses hired in 2016	32
New Graduate Nurse 1-year retention rate	91%

STUDENT NURSES

Number of Nursing Students	125
Number of Nursing Students with 1:1 Preceptors	40
Number of Summer Interns	5

CONTINUING NURSING EDUCATION IN 2016

Contact Hours Awarded	564.8
Number of Nurse Participants	1701
Number of Non-nurse Participants	1999
Number of Non-employees (excluding Friday Medical Conference)	363 (9.8%)

SAMPLE CLASSES AND TOPICS OFFERED

Class/Topic	# of RN Attendees
Trauma Topics	109
» EMS Run Review	
» Floor Trauma Nursing Class	
» Montana TEAM Course	
» MT State Prison Trauma Outreach	
» Suicide	
American Heart Association (ACLS, PALS, STABLE)	32
Anticoagulation Series	76
Critical Care	28
Diabetes Education Series	36
Ethics	41
First Step	32
High Reliability	377
IHI Education Series	73
Mental Health/Psychiatric	43
New Grad	114
Non-Violent Crisis Intervention	58
Nursing Journal Club	97
Nursing Professionalism	70
Pediatrics	55
Safety, Workplace Violence Prevention	157
Self Care/Resiliency	95
Spring Fever	120
Rocky Mountain Nursing Conference	35
Variables Training	36

2016 Tuition Reimbursement

\$126,496.26

2016 Tuition Reimbursement - Nursing Only

\$72,029.85 (57%)

PSPH was awarded Approved Provider Unit status with Distinction through April 2017. PSPH has been an Approved Continuing Nursing Education (CNE) Provider Unit since 1995. Provider units can develop, provide and award contact hours for CNE.

CERTIFICATIONS

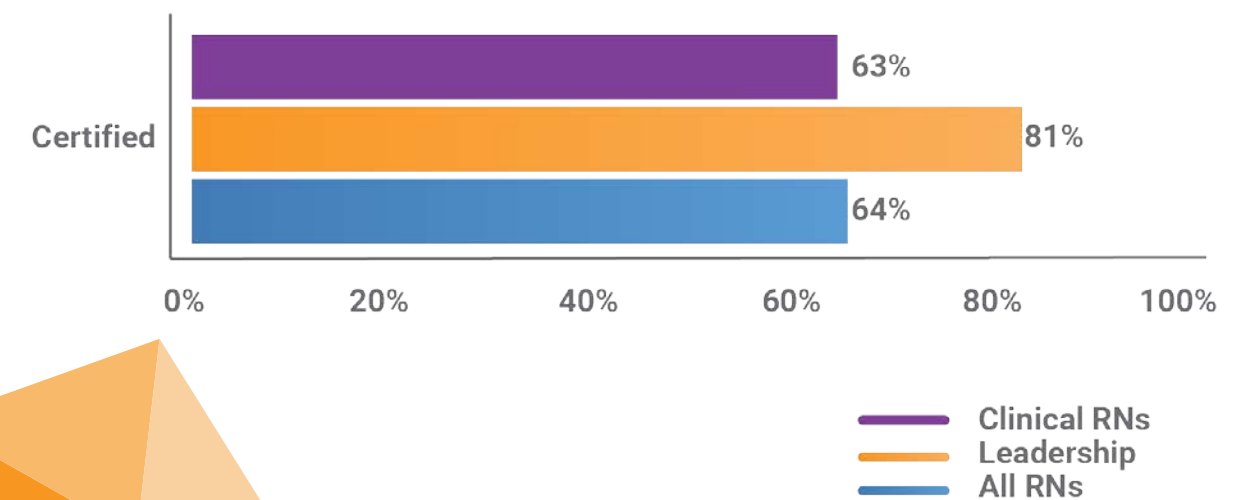
St. Patrick Hospital recognizes that certification and the advancement of education are fundamental components of our goal to create a culture that inspires nurse's best work.

We support this goal by providing:

- » A higher wage to certified nurses
- » Up to 20 CEUs for every nurse every year
- » Two CE programs annually
- » Tuition assistance
- » Professional development funds through our Foundation
- » A personal thank you note to each certified nurse from the CNO
- » RN-BSN completion program at the University of Great Falls



% of RNs with National Certification
(of nurses eligible for exam)



RESEARCH COUNCIL

NURSING RESEARCH & EVIDENCE-BASED PRACTICE



In 2016, the St. Patrick Hospital Nursing Research Council continued to support nursing inquiry, including research, Evidence-Based Practice, dissemination of findings, and education about Clinical Scholarship.

Investigators completed data collection for a multi-site study on Patient Engagement with Reduction of Harm in Hospitalized Patients. Research Scholar Shannon Frederick, BSN, RN participated in the focus groups on the St. Patrick campus, and she shared findings at the Sigma Theta Tau dinner in April, 2016.

In addition, Research Council members successfully published a manuscript on a prior study: RN Perceptions of a Comprehensive EHR, in the Journal of Nursing Administration. Investigators from Australia contacted St. Patrick researcher Beth Schenk, PhD, MHI, RN-BC to ask if they could use the tool we adapted in this study. In the conversation, we agreed to work together to collect additional data and psychometrically analyze our results in order to measure the reliability of the tool in these two settings. To that end, the council began plans to repeat the earlier



Lauren Swanson, BSN, RN, PCCN, Hope Evans, BSN, RN, CMSRN, Beth Schenk, PhD, MHI, RN-BC, and Shannon Frederick, BSN, RN at the 2016 Sigma Theta Tau Research Dinner

study, measuring RN perceptions of the EHR four years after adoption.

The Providence Nursing Research Council developed a framework for Clinical Scholarship, which includes research, EBP, Quality Improvement, and Innovation. Each local ministry is asked to educate staff on this topic, which the St. Pat's Nursing Research Council has addressed.

A sub-group of the Research council, the Evidence-Based Council Workgroup, continued to work with individual nurses and Unit Based Councils to strengthen searching skills and determine what evidence-based practice changes are needed. They began to explore best practices for isolation in colonized patients.



The council had several opportunities for dissemination of findings in 2016:

PUBLICATIONS

- » Schenk, E. C., Ward-Barney, E., Estill, P., Goss, L., & Shreffler-Grant, J. (2016). RN Perceptions of a Newly Adopted Electronic Health Record. *Journal of Nursing Administration*, 46(3), 139-145.

PODIUM PRESENTATIONS AT CONFERENCES

- » Evans, H., Swanson, L. Liberating Structures Study at Sigma Theta Tau Dinner, February, 2016
- » Frederick, S., Patient Engagement Study at Sigma Theta Tau Dinner, February, 2016
- » Schenk, E., Bryant, R., Odom-Maryon, T, Corbett, C. Patient Engagement with Reduction in Harm. Western Institute of Nursing Research Conference, April, 2016

POSTER PRESENTATIONS AT CONFERENCES

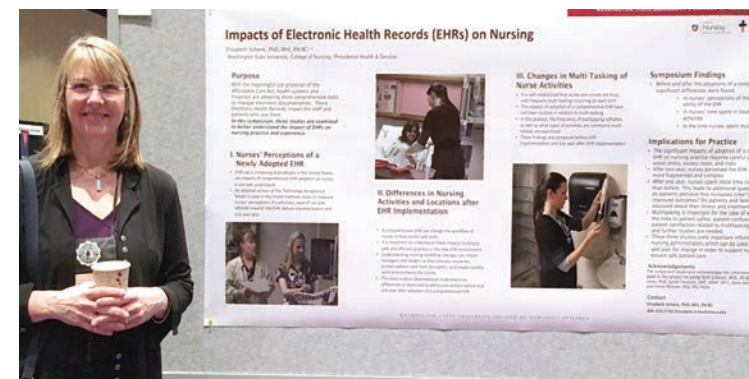
- » Powers, T., Marks, N., Rohrbach, D. UV Light Disinfection for CDI at Western Institute of Nursing Research Conference, April, 2016

PROVIDENCE NURSING RESEARCH SYMPOSIUM

- » Powers, T., Marks, N., Rohrbach, D. UV Light Disinfection for CDI at Providence Nursing Research Symposium, August, 2016

INTERNAL DISSEMINATION

- » Schenk, E. Development and Psychometric Testing of NEAT (Nurses Environmental Awareness Tool) at Journal Club, September, 2016



Beth Schenk, PhD, MHI, RN-BC at the Western Institute of Nursing Research Conference in April, 2016

The council explored the value of the Nursing Research Council for several populations.

TO CLINICAL NURSING

- » Gives opportunities to nurses to conduct research
- » Helps to inform and improve practice
- » Opportunities for professional development
- » Encourages continued learning, and increased formal education
- » Opportunities to attend conferences, share findings from studies and projects
- » Internal and external dissemination opportunities and practice
- » Not stereotypical tortuous research...it's fun and we have help
- » Gives a different lens on the profession and daily work

TO PATIENTS

- » Provide better, safer care to patients based on the use of evidence
- » Myths of nursing are debunked through application of high quality evidence
- » Knowledgeable nurses deliver better care

TO THE PROFESSION OF NURSING:

- » Contributes to nursing's body of knowledge... nurses ask questions, investigate answers, and share results internally and externally
- » Advances professional practice

TO THE ORGANIZATION (ST. PAT'S):

- » Helps to obtain and maintain Magnet recognition, a measure of excellence- the organization is helped when nurses deliver high quality, evidence based care.
- » Provides a resource for nurses to reach out to for questions and help with Clinical Scholarship

Lastly, the Nursing Research Council chose the following tag-line, in alignment with the Nursing Clinical Scholarship Framework. To "Inquire, Improve, Inform".

HIGH POINTS OF 2016

FAMILY MEDICAL CENTER

Our Family Maternity Center nursing staff continues with quality and loving care of the newest members of our community and their families.

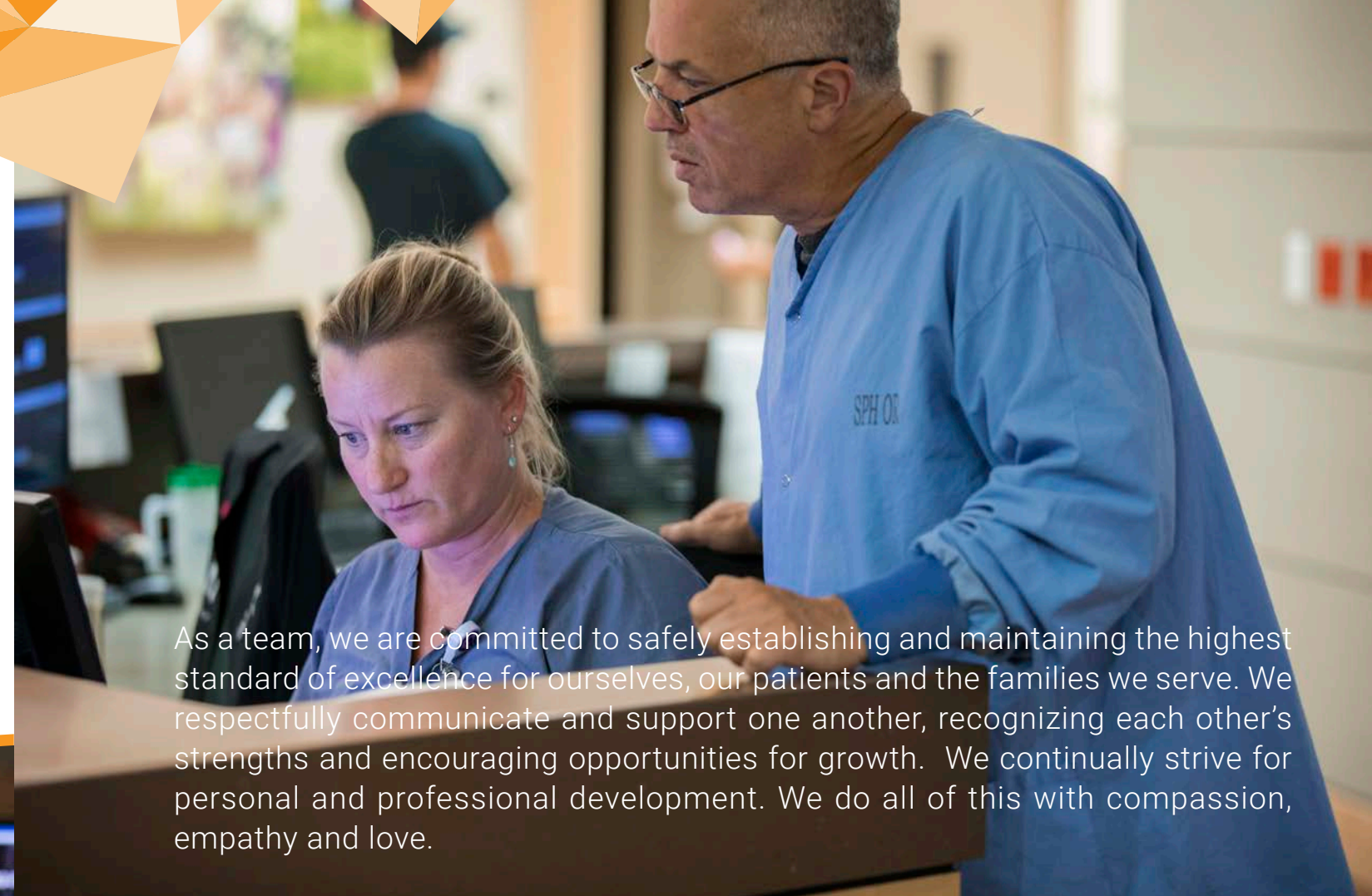
What do our new mothers have to say?

"Nursing care was outstanding!"

"The nursing staff was the best I could EVER have had."

"I have never experienced such a wonderful nursing staff - to a person I trusted each one with my life."

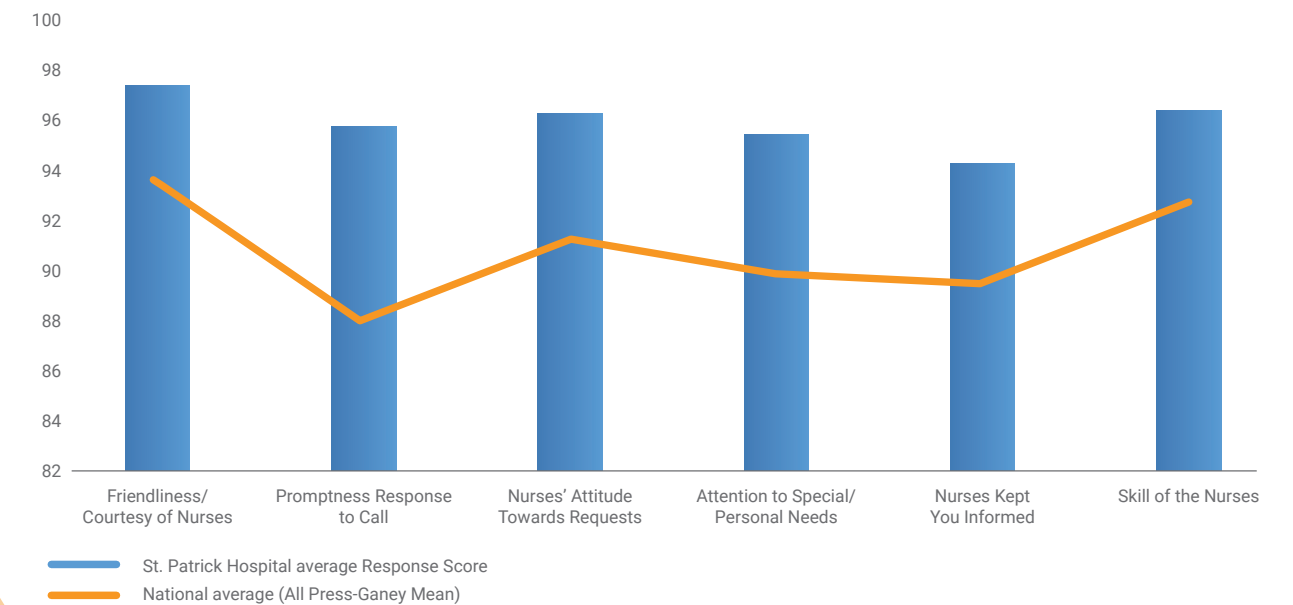
"I could write a book about how excellent our experience was at St. Pat's. Suffice to say - everyone will know about it. Beyond blessed!"



As a team, we are committed to safely establishing and maintaining the highest standard of excellence for ourselves, our patients and the families we serve. We respectfully communicate and support one another, recognizing each other's strengths and encouraging opportunities for growth. We continually strive for personal and professional development. We do all of this with compassion, empathy and love.



Patient Satisfaction with Nursing in the Family Maternity Center



OR RESIDENCY

To impact first year RN retention rates in the operating room at Providence St. Patrick Hospital, the surgery department utilized the highly recommended Perioperative RN Residency Program.

Facing procedural volume growth within the operating room, coupled with increasing RN attrition rates and national projections of nursing shortages, St. Pat's surgery department reviewed current staffing models, attrition rates, one year retention rates, orientation practices and evidence based practice recommendations to "grow our own." During 2014, five Perioperative RN positions became vacant due to retirements, staff leaving, and internal professional development transfers; this associated with increasing surgical volume widened the OR RN staffing gap. The difficulty in recruiting experienced OR nurses became the status quo. Specialty units, which historically could pull adequately from high demand "specialty nurse pools", no longer had this option. Hiring one new-to-specialty nurse at a time into orientation along with hiring agency nurses was

less than satisfactory to the staff, physicians, clinical educator, new hires and preceptors. While everyone was initially vested in training new staff or orienting travelers, the 50% one year retention rate for new RN staff and the rotating of agency nurses led to frustration by all concerned.

In late 2015, the surgical leaders identified the National and Global push to develop a strategic plan to address the huge workforce of baby-boomers retiring. Competent training of a new OR RN takes six months and those leaving or anticipating retiring would generally provide a one month notice. Over the prior two year period, our gap in trained RN staff was growing and we had to supplement the day-to-day operations with as many as five nurse travelers to cover our case load. We not only wanted to eliminate the use of agency nurses, we also wanted to improve

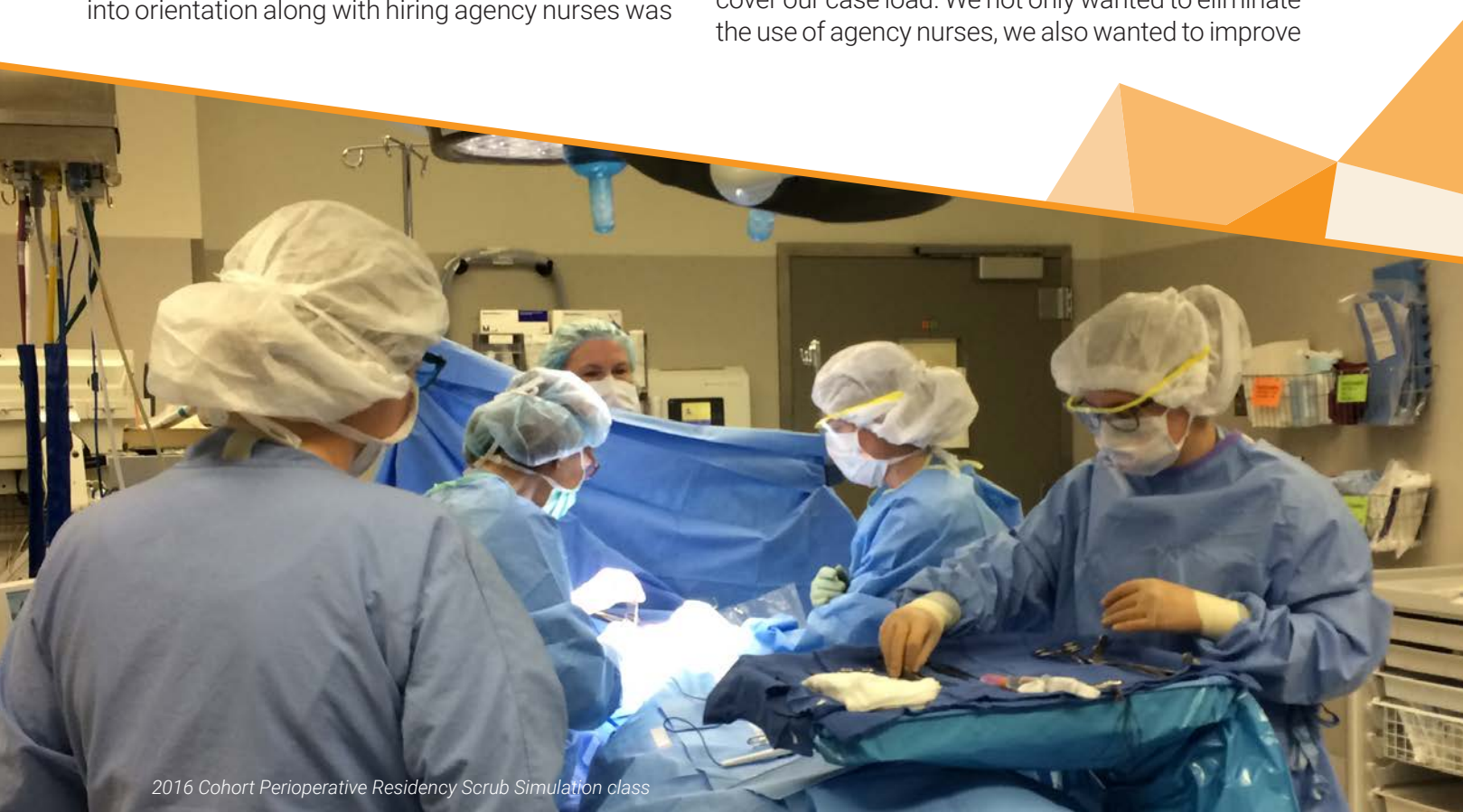
morale, retention rates, ensure new staff satisfaction and competency to practice, and decrease the costs of orienting one RN at a time. Evidence supported development of RN Residency Programs to create cohesive learning environments, facilitate consistent education in larger group settings, and create trained upstream resources for expected, planned, and unexpected attrition and retirements.

The surgery nursing leaders developed recommended practices for hiring, interviewing, and orientation plans for perioperative residents. We hired five brand new nurses, four new BSN RN graduates and one new AD RN from a local critical access hospital. The program was created from recently developed and effective orientation strategies put in place during the previous year to improve retention rates. A visit to the OR educator at Providence Sacred Heart facilitated a design model for the residency program they had been using for several years with great success. Final Providence St. Patrick Hospital first Perioperative Residency Program closely aligned with the Association of Perioperative Nurses recommended "Residency" curriculum. The surgery department was teeming with anxiety, excitement, fear, and commitment to make this successful. The 2016 cohort ultimately graduated the four BSN candidates of the five and we have surpassed our one year retention goal of

74% and have achieved a one year retention rate of 100% for the RN residents and a 90% retention rate for all new RNs hired in the past 18 months. Staff development in training, precepting, orienting, interpersonal relationships, communication, and use of high reliability tools added to the success, All four RN Residents from the first cohort state they are happy with their choice, highly successful competent new OR RNs, and exalted by the OR staff, charge nurses, medical staff, and leaders.



2016 Cohort Perioperative Residency Scrub Simulation class



2016 Cohort Perioperative Residency Scrub Simulation class



Emily Knobel
BSN RN-2016
Cohort Perioperative Resident



Bethany Buescher
BSN RN-2016
Cohort Perioperative Resident



Sarah Katterhagen
BSN RN-2016
Cohort Perioperative Resident



Ashton Keeler
BSN RN-2016
Cohort Perioperative Resident

SUICIDE PREVENTION

Providence Psychiatric Services: Suicide Prevention Initiatives

According to the most recent statistics, Montana now ranks as the state with the highest rate of suicide in our nation. Providence Psychiatric Services leadership and staff recognize the significance of this, and the importance of taking action. We recognize that suicide is a very preventable cause of death and are committed to many efforts to raise awareness, educate caregivers as well as consumers of care, reduce the stigma associated with mental illness, and promote mental wellness for those in our community. Please see below for more specific information regarding these efforts:

Providence Psychiatric Services – In addition to our inpatient adult and adolescent units, Providence Psychiatric Services also includes an Adolescent Partial Hospitalization Program, an Urgent Mental Health Clinic, Providence Psychiatry Outpatient, the Youth Crisis Diversion Program, and Behavioral Health Integration (mental health providers imbedded in primary care clinics).

Suicide Risk Assessments and Safety Planning – Providence now uses the Columbia Suicide Severity Rating Scale (CSSRS) in inpatient and outpatient areas. This evidence-based suicide risk assessment helps to identify patients at risk of suicide in all settings of care. Prior to discharge from the inpatient psychiatric unit, all patients work with their caregivers to create an individualized safety plan. Within the past year, Providence Psychiatric Services leadership has been working with leadership in outpatient areas to implement safety plans when appropriate in those settings as well.



Ligature Risk Assessments – Providence Psychiatric Services has conducted ligature risk assessments for all inpatient and outpatient areas within the service line and will serve as a resource for non-psychiatric departments who are also completing these assessments.

Community Collaboration – Providence Psychiatric Services provides leadership, sponsorship and organizational oversight for various workgroups in our local service area that bring community partners together to promote more effective care of those seeking mental health services. Examples include the Crisis Intervention Team, the Missoula Inter-agency Treatment and Integration Collaboration, the Community Mental Health Provider Networking Group, the Justice Alliance for Behavioral Health, the Jail Diversion Project, the Western Service Area Authority, Missoula Youth Forum and Project Tomorrow.

Education – Providence Psychiatric Services leadership and staff provide education to Providence non-psychiatric caregivers, as well as community members, on various topics related to mental health and suicide prevention:

Mental Health Fair for Caregivers – education for St. Patrick Hospital caregivers on multiple mental health topics; educational booths hosted by Providence Psychiatric Services nurses, social workers, and psychiatric technicians; community partners also participate by hosting booths to provide information on the services they provide

Question, Persuade, Refer (QPR) Trainings – education for Providence caregivers, as well as community members, that teaches attendees how to recognize potential signs of suicidal thinking and how to appropriately intervene

Pediatric Education – education for non-psychiatric caregivers on various aspects of psychiatric care for pediatric and adolescent patients.

Med/Surg Clinical Academy and Nursing and HCA Skills Fairs – these larger educational events include a segment offering education on environmental safety for psychiatric patients in the medical-surgical setting

Providence Psychiatric Services Community Advisory Council – This group brings together leadership and staff of Providence Psychiatric Services, members of the Missoula chapter of NAMI (National Alliance on Mental Illness) and former patients/family members. The group works to identify gaps and opportunities within psychiatric care and promotes efforts to optimize care within Providence Psychiatric Services.

Missoula Out of the Darkness Walk – The Out of the Darkness Walk is an event that is organized through the American Foundation for Suicide Prevention to raise awareness and funds for suicide prevention. Providence Psychiatric Services supports the Missoula OOTD event through leadership and staff involvement in the planning, fundraising and organizing of the walk and other related activities.



CODE LAVENDER: FORYOU AT WORK

The healthcare field is a stressful, hectic, ever changing and demanding work environment. Caring for patients and families through difficult and sometimes emotionally challenging cases, and often death, can have a negative effect on staff. In concert with the Nursing Professional Practice model, Care of Self is an important aspect of nursing practice. To support caring for nurses and other staff, the ForYou team developed a program called "Code Lavender."

"CODE" indicates urgency; Lavender is associated with calm. "Code Lavender" is designed to bring a calming influence to our stressful work environment. Though we didn't create the name, the premise has been adopted by many hospitals throughout the US to help promote resiliency in the healthcare setting.

In August 2016, the ForYou Team piloted a staff well-being program in ICU. The pilot includes various holistic interventions and environmental changes to help promote a healing environment and provide opportunities for stress relief. A pre and post survey to measure stress levels and gather feedback on

several stress-reducing interventions will help gauge the efficacy of the project. We anticipate expanding it to other areas with revisions suggested/identified by staff.

Eric Gentry, PhD shared techniques to build resiliency during live sessions when he visited St. Patrick Hospital. The techniques were posted on bulletin boards in staff areas for everyday use. Other interventions include chair massages for staff, organized group activities, essential oils, creation of quiet environments, and incorporating suggestions submitted by staff to induce calming.

Code Lavender and other holistic support services demonstrate that the whole patient/ family/employee "ecosystem" is interdependent. When one part of the whole is nourished and supported, all benefit. By planting seeds of calming throughout our organization, we hope to help staff cope and recover, and to deliver more compassionate care to the patients and families we serve.

ICU DELIRIUM PROJECT: ABCDEF

St. Patrick Hospital's ICU participated in the Society of Critical Care Medicine's (SCCM) ICU Liberation Improvement Collaborative. The mission of the Collaborative is to create lean, sustainable, and highly functional ICU interdisciplinary teams that partner with patients and families to create a safe and comfortable patient environment. This is accomplished through implementation of the SCCM evidence-based Pain, Agitation and Delirium Guideline recommendations utilizing the ABCDEF bundle.

- A— Assess, Prevent and Manage Pain
- B— Both spontaneous awakening trials (SAT) and spontaneous breathing trials (SBT)
- C— Choice of analgesia and sedation
- D— Delirium assess, prevent and manager
- E— Early mobility and exercise
- F— Family engagement and empowerment

GOALS

- » Improvement in teamwork and collaboration
- » More efficient resource use with less energy (including money, time, supplies, and/or good will)
- » Sustained compliance with assessments and interventions

The ICU put the ADCDEF measures into place, and tracked outcomes for 12 months. They found better management of pain and sedation, as well as a shorter length of intubation. By putting evidence into practice, the ICU nurses improved comfort and healing for their patients.

NIGHTINGALE TRIBUTE

The Nursing Excellence Council officially launched the service of the Nightingale Tribute during Nurses Week. It is a short ceremony to honor a deceased nurse for their years of service to their profession and patients.

The ceremony takes place at the funeral or memorial service of the nurse and is performed by a small voluntary group of nurses called the "honor guard" who dress in traditional white nursing uniforms and wear a nursing cape and cap. They stand guard at the side of the casket or urn and conduct a short non-religious ceremony.

In 2016, volunteers of the honor guard performed this free service four times.

For more info on the program call the Nightingale coordinator at 406-327-3456.

Thank you all for such a beautiful and memorable moment at my mom's memorial service. It was beautiful and moving, and it meant a lot to all of us. My mom, I am certain, loved it. Thank you again for being there and honoring her life of nursing.
- Blessings, Noreen.



LOOKING AHEAD

Each year brings challenges and opportunities. We look forward to 2017 as a time of consolidation as we submit our documentation for our second ANCC Magnet Recognition. In doing so we will pull together our successes, as evidenced by our quality outcomes and achievements.

- » We will encourage staff to reach higher goals for education and certification.
- » Each unit is asked to improve outcomes indicators including patient satisfaction, nurse-sensitive quality indicators and nurse satisfaction.
- » Each unit is encouraged to participate in an act of clinical scholarship, such as a research study, and EBP project or a Quality Improvement project.
- » We will expand our contributions to our community such as the Nightingale Tribute, volunteer activities, and participation in public health events and sessions. Nurses will continue to recognize each other and our colleagues for excellent care.

By working together, St. Patrick Nurses lead the way, finding paths forward in the ever-changing world of healthcare. Compassion and caring anchor our work, vision and innovation lights the way.

GROWING AS A SYSTEM

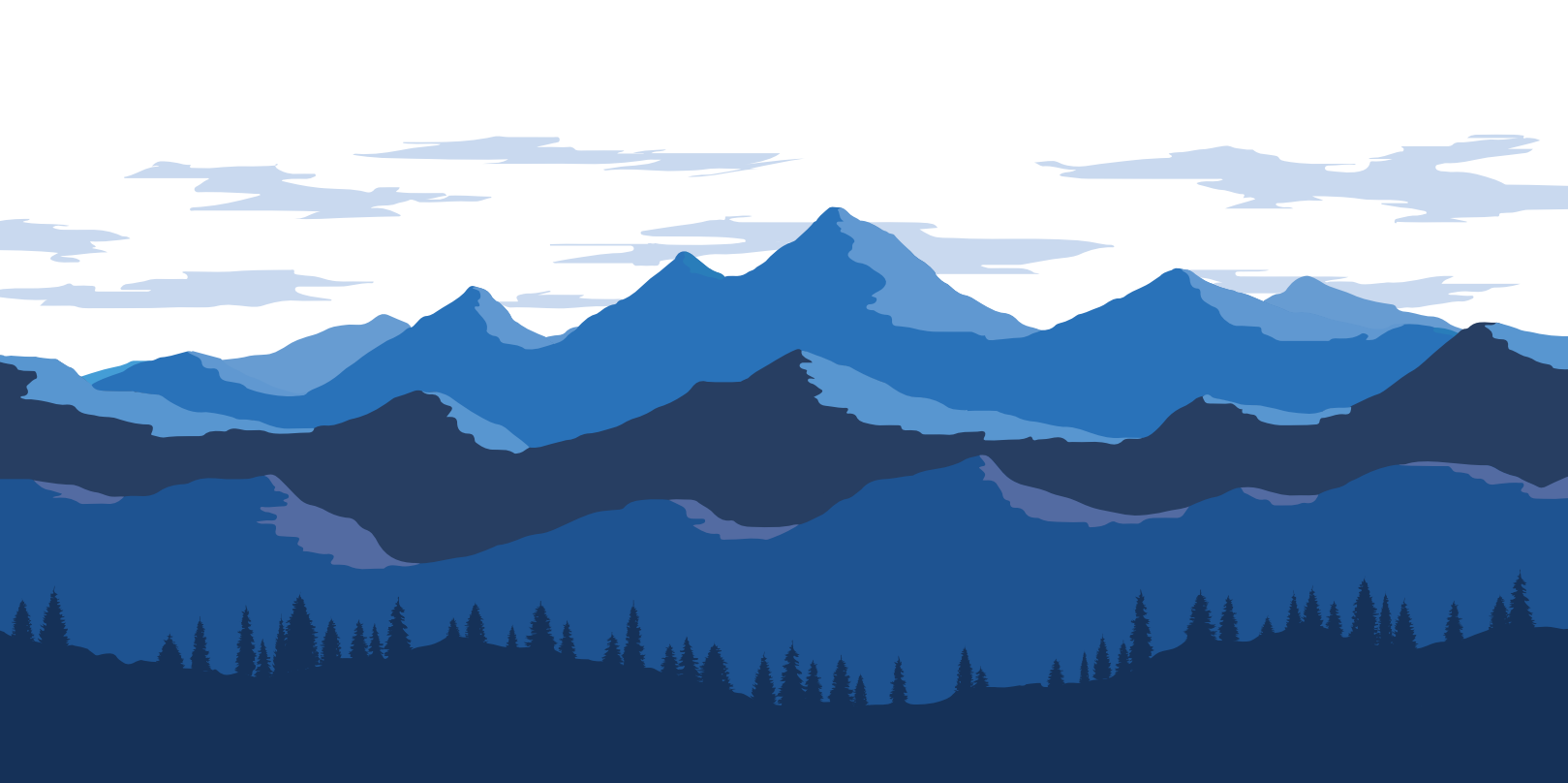
2016 marked a monumental period of growth for Providence. The health system merged with St. Joseph Health, a large Catholic system in California, Texas, and New Mexico. Now Providence St. Joseph Health, over 40,000 nurses provide compassionate care to the patients and families in their communities.

The Providence St. Joseph Health Nursing Institute will help to answer some of the challenges associated with nursing in a large health system. The PSJH Nursing Institute is focusing on Quality, Excellence, Research, Leadership, Academic Partnerships, and the Clinical Academy. Working together across now 50 hospitals is a daunting task, but reaps many benefits as we learn from nurses from our seven states.

Additionally, in 2016 regional restructuring occurred in the health system, and St. Patrick is part of the

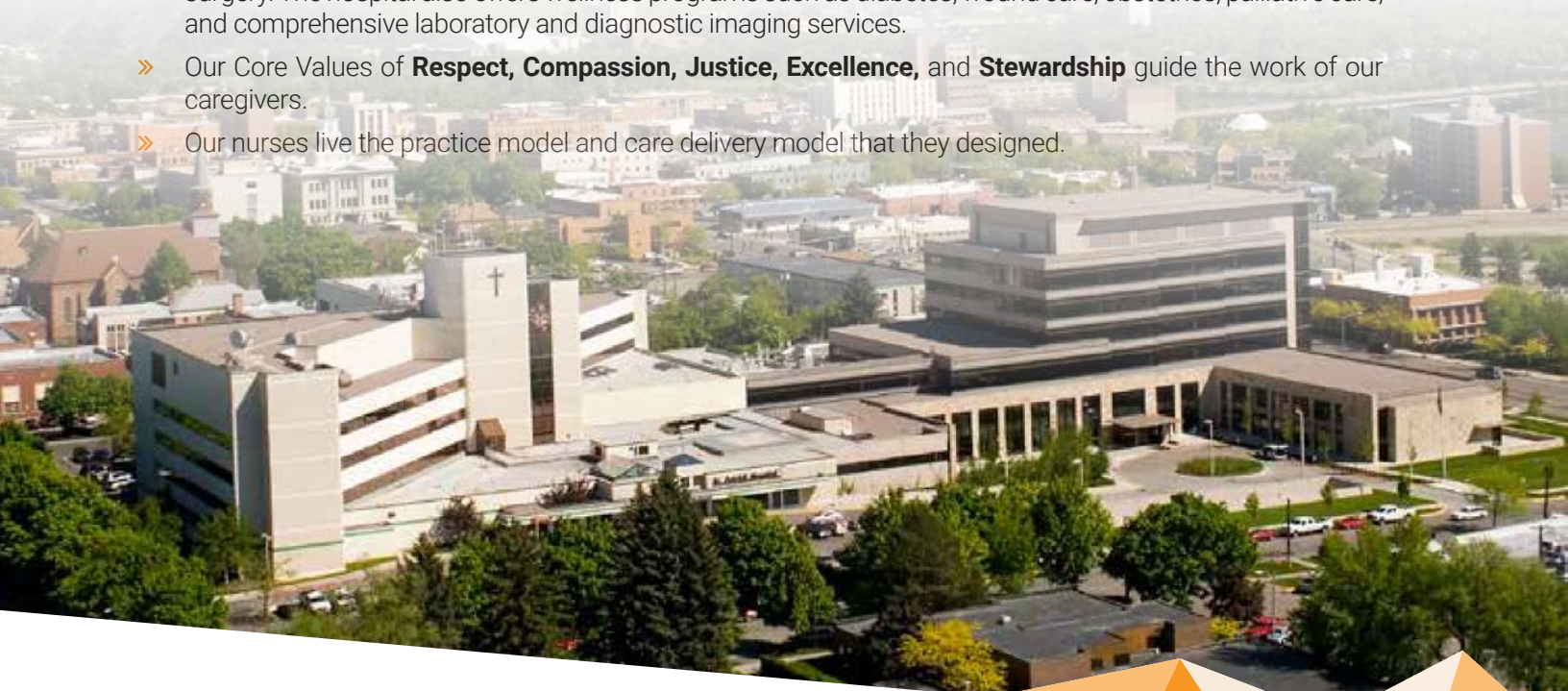
Eastern Washington/Western Montana Region. We are working more with our regional colleagues to drive best practices forward.

The goal of the Nursing Institute is to be the “Best in the West” for nursing. This means the best outcomes, best prepared nurses, best retention of nurses, and to be nationally recognized for our quality and contributions. St. Patrick is already contributing significantly to this goal, and we look forward to more in years to come.



ABOUT US

- » Providence St. Patrick Hospital is the oldest, operating ministry founded by the Sisters of Providence that is currently in existence today. Begun in 1873 in response to a need to care for the poor of Missoula County it was birthed in an abandoned building on the banks of the Clark Fork River with the ingenuity and determination of three Sisters of Providence. Today, the hospital (still located on the same site) continues to reach out to meet the needs of the community, with a special intention of serving the poor and vulnerable. St. Patrick Hospital is a 253 licensed bed ministry serving western Montana and beyond. We are a Magnet-designated ministry as well as a Level II Trauma Center, a Top 50 Cardiovascular Hospital and an Accredited Stroke Center.
- » St. Patrick Hospital provides excellent care, expressed through our Mission of revealing God's love to all. Our services include cardiology and cardiothoracic surgery, trauma and emergency services, neurobehavioral medicine, neurology and neurosurgery, oncology, orthopedics, general surgery, weight loss and bariatric surgery. The hospital also offers wellness programs such as diabetes, wound care, obstetrics, palliative care, and comprehensive laboratory and diagnostic imaging services.
- » Our Core Values of **Respect, Compassion, Justice, Excellence,** and **Stewardship** guide the work of our caregivers.
- » Our nurses live the practice model and care delivery model that they designed.



St. Patrick Hospital has been an ANCC Magnet® Recognized Hospital since 2013.

Scan to visit us online!



Montana.Providence.Org/hospitals/st-patrick/for-health-care-professionals/nurses/