

Memorial Hermann Memorial City Medical Center Nursing Accomplishments Report

FY23 - FY24: July 1, 2023 - June 30, 2024



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Message from the Chief Nursing Executive

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

Of all the satisfactions that come with my job, the days when I get to spend time focusing on our amazing caregivers at Memorial Hermann campuses are among the most rewarding.

I think of the patient care technician I shadowed, who told me she felt like a true part of the team and shared her dream of going to nursing school. The charge nurse who stopped me in the hall to express her thanks for Memorial Hermann's investment in staff.

I witness first-hand nurses' sense of pride in being part of a major health care system that serves the community within and beyond hospital walls. Their excitement at limitless possibilities for career growth, advanced education and professional involvement.

I hear our teams talk about the tremendous support they get from their peers, professional colleagues and the system itself.

That sense of pride and excitement tells me that Memorial Hermann has the right people, the right processes and the right tools in place to realize our strategic nursing vision: Grow, Excel, Reimagine.

And I'm reminded of what this pride, excitement, energy and dedication can accomplish:

- Magnet® recognition from the American Nurses Credentialing Center (ANCC) for eight of our facilities—a leader among health care system in the U.S. Two more campuses are earning the ANCC's Pathway to Excellence.
- a dynamic shared-governance system at our facilities, which supports a system-level congress elevating the voice of nursing, has resulted in significant achievements including workflow and patient-care advances.
- career advancement for nurses, including LVNs who have become RNs and RNs who have earned advanced credentials and moved into exciting and challenging new specialties.

And so much more. This is just a sampling of the accolades and achievements that have made Memorial Hermann an industry-leading exemplar in the nursing profession. We are creating a system where nurses don't just work, they thrive.

Together we grow, excel and reimagine. Together we advance exemplary nursing practice and extraordinary professionalism. Together we make a difference in the lives of our patients, their families and our community, now and for generations to come.

My sincere thanks and appreciation to a remarkable group of professionals!



Bryan Sisk, DNP, MPH, RN, NE-BC, CENP

Senior Vice President and System Chief Nursing Executive
Memorial Hermann Health System



Message from the Vice President and Campus Chief Nursing Officer

With great honor and pride, I present the Memorial Hermann Memorial City Medical Center Nursing Annual Report for fiscal years 2023 and 2024. Our campus has a strong 53-year legacy of providing advanced care in a community setting. Along the way, our medical center has earned national awards and recognition for patient safety and exemplary clinical quality.

Our nursing teams' exceptional dedication and commitment to delivering high-quality patient care, paired with our continuous investment in our organizational culture to cultivate and enhance nursing excellence, have led to the significant achievements outlined in this report. All these efforts support our vision of creating healthier communities, now and for generations to come.

As we continue our journey of nursing excellence, I want to celebrate a few of the past years' achievements, including as the adoption of the System Professional Practice Model, created with input from our direct care nurses and being embedded throughout the hospital culture. You can learn more about this model on pages 5-6 of this report.

Stabilizing the nursing workforce was a primary focus area in 2023. Our nursing teams expressed gratitude for career development opportunities, a collaborative culture and new spaces where they can deliver care more effectively and efficiently. We also increased retention rates among nursing team members who aspire to grow their careers with Memorial Hermann Memorial City. We graduated 67 newly licensed nurses from the Nurse Residency Program and provided clinical placements for more than 270 nursing students. Among our direct-care RNs, 88.67% have a BSN or higher degree and 33.10% hold a specialty nursing certification as of the end of FY24.

The past year demonstrated a high level of RN engagement with 918 RNs (84% of our total RNs) outperforming the national average in all seven domains: adequacy of resources and staffing, autonomy, fundamentals of quality nursing care, interprofessional relationships, leadership access and responsiveness, professional development and RN-to-RN teamwork and collaboration.

I am grateful to every member of the Memorial Hermann Memorial City Medical Center nursing staff for their contributions to advancing nursing excellence and the care and dedication they have provided to every patient and family member they serve.

Together, we have fostered a sense of belonging, improved communication channels to keep our workforce informed and demonstrated accountability in advocating for safety. But as we navigate the ever-evolving health care landscape, we must remain agile and adaptable.

This Nursing Accomplishments Report is bittersweet, as it will be my last report before I hang up my nurse's hat and retire this year. I know that our team will continue to make a positive impact on each other and the communities we serve. It has truly been an honor to be the CNO, and I look forward to the future success of Memorial Hermann Memorial City.

Sincerely,



Mary Poe, MSN, RN, RNC

Vice President and Chief Nursing Officer
Memorial Hermann Memorial City Medical Center



Message from the Incoming Vice President and Campus Chief Nursing Officer

To our remarkable team at Memorial Hermann Memorial City Medical Center,

I want to share just a few thoughts by way of introducing myself as your incoming Chief Nursing Officer.

I'm honored to succeed Mary Poe, my predecessor as CNO, who passed a brightly lit torch when she retired. Throughout her years of service, she steadfastly advocated for and supported excellence. I want to thank her for her leadership and commitment to the Memorial Hermann family and to the nursing profession. Mary will be missed, but we wish her the very best as she begins the next chapter of her life.

I'm originally from Detroit, Michigan, but got to Texas as fast as I could. In the 22 years I've called Texas home, I've learned to love the heat and consider Texas my home.

A love for people brought me to nursing 28 years ago, and I began my CNO journey in 2018. Three statements that I live by best describe me as a leader and a human: 1) embrace the truest part of yourself and find power in it, 2) always speak truth through love, and 3) build a community where everyone feels valued.

My vision for us as nurses is to continue raising the bar of excellence and to be the preferred choice for career selection and patient care. It would be amazing to have a wait list for hiring and a campus that is so full we discuss expansion.

I look forward to serving alongside of each one of you, getting to know you and supporting your proud tradition of nursing excellence. This will be an exciting time as we continue to shine and elevate our practice as nursing professionals.

The future is bright!



Donna Beecroft, MSN, RN, NE-BC

Incoming Vice President and Chief Nursing Officer
Memorial Hermann Memorial City Medical Center

Our Campus and Nurses



1,207
Nurses



33.10%
Certified Nurses



130
Professional
Nurse Advancement
Program Participants



88.67%
Clinical Nurses with
BSN or Higher Degree



2,400+
Employees



21,046
Admissions



4,603
Deliveries



81
Nurse Residents
and Nurse Fellows



57,662
Emergency Center
Visits



15,576
Surgeries



444
Inpatient Beds



Nursing Professional Practice and Delivery Model

Recognizing the complexity and unpredictable nature of the work of nursing, Memorial Hermann Memorial City developed a Nursing Care Delivery Model and Professional Practice Model to define how nurses practice, collaborate, communicate and develop professionally.

Campus Nursing Mission

The mission of nursing at Memorial Herman Memorial City is to:

- **create exceptional patient experiences** by fully recognizing our tremendous potential to positively impact the patient experience and outcomes and inspire others to do the same.
- **make a difference with the smallest acts of kindness and compassion** through excellence in nursing practice, leadership, research, education, innovation and caring.

Campus Nursing Vision

Excellence in nursing

Nursing Professional Practice Model (PPM)

Memorial Hermann Memorial City's Professional Practice Model was developed by the System Magnet Collaborative Council to standardize all Memorial Hermann locations. Nurses at all levels from throughout the system redesigned the nursing PPM to create a model that describes professional nursing systemwide and guides nurses to provide and maintain safe, clinically competent nursing practice.



Nursing Professional Practice Model

Core Values

Community

We serve our diverse community with a focus on quality and patient safety.

Compassion

Through diversity and inclusivity, we care for everyone with kindness and respect.

Credibility

We provide credible evidence and research to improve quality of care and patient outcomes.

Courage

We have courage to advance and grow professionally through leadership and governance.



Nursing Philosophy

- A PPM depicts nursing values and defines the structures and processes that support nurses to empower and optimize their own practices in the delivery of quality care.
- A PPM is a conceptual framework that enables nurses in our organization to envision and communicate their practices.

Nursing Care Delivery Model

Patient- and family-centered care is our nursing care delivery model. It allows our nurses to assess, plan and implement care by collaborating with diverse patient populations and their families to provide safe care in a high-reliability organization.

Vision

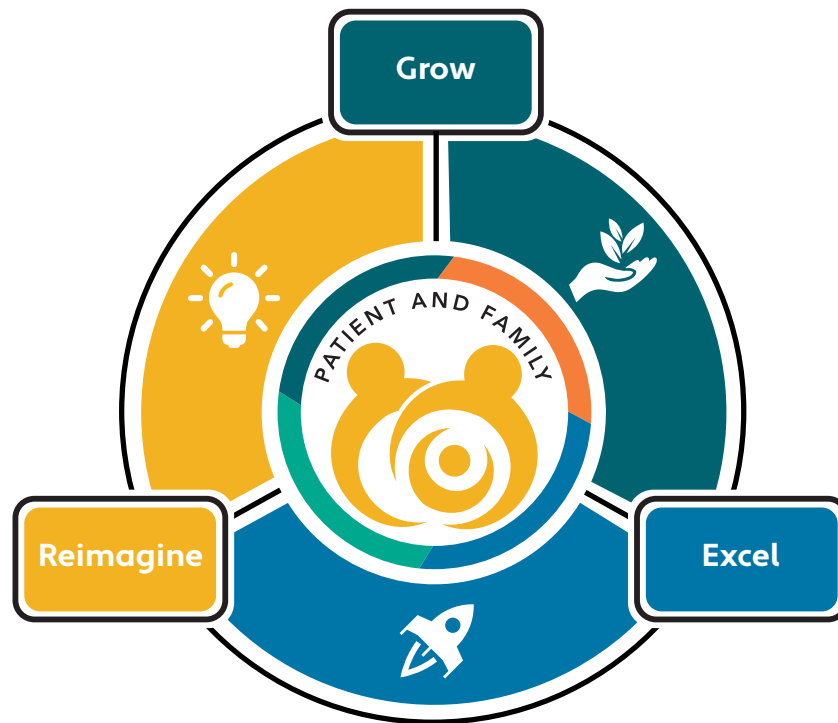
Excellence in nursing allows us to create healthier communities, now and for generations to come.

Theory of Human CARING: Jean Watson

A relational caring for self and others, based on a moral/ethical/philosophical foundation of love and values that is mutually rewarding to the patient and the nurse.

System Nursing Strategy

Memorial Hermann Memorial City is part of a system nursing strategy based on three pillars: Grow, Reimagine, Excel. This strategy aims to create an innovative health care environment that will **grow** by attracting and retaining top talent, **reimagine** care at the bedside and **excel** to ensure world-class nursing for generations to come.



Grow

- Optimize Clinical Education Efforts
- Advancement and Opportunities
- Talent Strategy
- Enhance Academic Partnership

Reimagine

- New Care Delivery Models
- Culture of Inquiry & Innovation
- Safety & Well-Being
- Build our Nursing Brand

Excel

- Nursing Professional Practice Model
- High Reliability/Zero Harm
- Industry Recognition
- Professional Governance & Advocacy

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.

Charge Nurse Academy

The Charge Nurse Academy at Memorial Hermann Memorial City develops nurses as leaders. The Academy meets monthly during which newly appointed charge nurses or charge nurses looking to grow professionally hear presentations on a variety of topics and interact with Memorial Hermann experts.

Nurses Day at the Capitol

On February 28, 2023, Memorial Hermann Memorial City nurses **Sherrie Morace**, BSN, RNC-NIC, C-ELBW, clinical nurse, **Aristotle Abad**, BSN, RN, CMSRN, clinical nurse, and **Kelly Weber Lenz**, MBA, BSN, RN, CCRN, CVRN-BC, NEA-BC, clinical manager joined 85 other Memorial Hermann nurses in Austin, Texas for “Nurses Day at the Capitol.”

This event, sponsored by the Texas Nurses Association, occurs during the state’s bi-annual legislative session. It provides an opportunity for nurses of all backgrounds from across the state to advocate for policies that advance the nursing profession and address vital issues that impact nursing and health care. Nurses also have an opportunity to directly share their concerns about health care policy with state legislators.

As a scheduled part of the day’s agenda, Memorial Hermann nurses, wearing matching green polo shirts, met with representatives and/or their staff members from the nurses’ home districts. In sessions with Representatives Mano De Ayala, Tom Oliverson, Sam Harless and Shawn Thierry and Senator Paul Bettencourt, nurses discussed the importance of supporting

HB 112 and SB 240, two bills aimed at addressing workplace violence, and shared personal stories of their own experiences. Legislators expressed interest in learning more about the importance of the legislation and the growing issue of workplace violence in health care.

As a result of this advocacy, HB 112 was placed on the agenda of the Public Health Committee for a hearing on March 6, 2023, during which Memorial Hermann nurses provided testimony in support of the bill. It was unanimously voted out of committee to go to the Calendars Committee for a second reading on the House floor. The Legislature approved SB 240 with overwhelming bipartisan support and Governor Greg Abbott signed it into law on September 1, 2023.

SB 240 requires Texas health care facilities to establish workplace violence prevention committees and create policies to prevent and respond to WPV. The legislation also requires facilities to provide acute medical treatment to staff injured in workplace violence incidents and employee protection against retaliation for those reporting incidents internally and to law enforcement.



Women Leaders of Memorial Hermann

Memorial Hermann Memorial City participates in the Women Leaders of Memorial Hermann, an organization for manager-level staff. The Women Leaders group hosts a variety of events, including professional development, networking and community volunteer activities. Additionally, members may participate in a mentoring program with senior leaders in the Memorial Hermann Health System.

Community Service Corps

The Memorial Hermann Community Service Corps connects our workforce with volunteer events that support community organizations aligned with our vision to create healthier communities, now and for generations to come. The CSC offers volunteer opportunities with community partners that share our passion for advancing health equity by increasing access to high-quality health care, reducing food insecurity, creating employment opportunities and much more.

Structural Empowerment

Structural empowerment creates a positive culture of open and effective communication with collaborative members of the health care team. This facilitates quality patient care and empowers nurses to invest in personal and professional commitment to the organization and the community.

Competency Validation and Continuing Education

At Memorial Hermann Memorial City, meeting the continuing education needs of nurses is an ongoing process. The multiple methods used to assess these needs ensure that both self-identified concerns and gaps in the nurses' knowledge, skills and abilities are identified and addressed.

Some continuing education needs are regulatory requirements, while others meet the specific needs of a unit, patient population or individual nurse. Ultimately these share the goal of promoting professional development of nurses and staff, including advancing knowledge, competency, attitudes and behaviors to provide high quality care and service to patients, families and the community we serve.

Escaping Annual Competencies

The Staff Development Team provides a basis for the continual development of knowledge, skills, judgment, behaviors and attitudes required to provide quality care throughout the facility. Annual competencies are an integral part of this process.

When Memorial Hermann Memorial City acute care educators planned the annual competencies, they wanted to create a way to validate competencies that was novel, engaging, fun and would, hopefully, increase compliance. Acting on a recommendation by **Julie Profota**, BSN, RN, SCRNP, education resource specialist, education resource specialist, the team decided to create an escape room. Collaborating with unit staff and leaders, they started with one set-up, which became five different rooms, each covering different competencies. Staff members' units determined how many of the rooms they had to escape.

Through innovative escape room-style learning, the staff development team created a fun and educational approach to annual competency evaluation that received praise from everyone who participated.

Shared Governance to Professional Governance

During FY23, Memorial Hermann Memorial City restructured its shared governance model to align with the new Memorial Hermann Health System Professional Governance model. The model now consists of five hospital-

wide councils that support unit-level councils and report to the Campus Nurse Executive/Coordinating Council.

In addition, Memorial Hermann established a Professional Governance Congress to support exemplary professional practice across the system. **Maria Joela Noguerra**, BSN, RN, RNC-OB, RNC-IAP, clinical nurse and **Aristotle Abad**, BSN, RN, CMSRN, clinical nurse, are Memorial City Medical Center's representatives to the Professional Governance Congress.



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.

RN Certification

Memorial Hermann Memorial City encourages nurses and employees to enhance their careers and life-long learning through educational advancement and professional development, including professional certification. In FY23, the Memorial City campus professional certification rate was 31.61%.

Memorial Hermann offers fee reimbursement for all nursing specialty certification exams and participates in several programs such as the Success Pay Program® of the American Nurses Credentialing Center, the American Association of Critical-Care Nurses Discount Exam Voucher Program and the Board of Certification for Emergency Nursing Test Assurance Voucher program. These programs allow nurses to take specialty certification exams without paying fees.

Advanced Degrees

Because Memorial Hermann encourages employees to enhance their careers through educational advancement, in FY22 the system expanded education benefits for employees who want to earn advanced degrees. The program provides financial assistance for covered expenses each fiscal year to part-time and full-time clinical employees. These benefits enable employees to meet career goals in a manner that both supports individual needs and adds value to the organization.

Student loan repayment program benefits were added for employees who have already reached their educational goals. This program, which is open to part-time and full-time clinical employees, helps repay educational loans from federal, state and private sources. It is administered through a third-party vendor.

Equity, Diversity and Inclusion

Memorial Hermann launched its formal, comprehensive and ever-expanding Equity, Diversity and Inclusion Program. The first steps were to create EDI Councils and a strategic roadmap and to identify four pillars: **community, health, people** and **research**. The EDI focuses on our commitment to ensuring that Memorial Hermann is a health system where everyone—patients, employees, physicians and members of the community—can feel welcome, respected, seen and understood.

Employee Resource Groups

Employee resource groups provide a forum for employees and physicians who are drawn together by shared characteristics and allies who are passionate in supporting their causes. Together, they work with leadership and stakeholders to transform our organizational culture into one that promotes equity and inclusivity and where all employees and physicians are engaged and feel heard and valued. ERGs also provide cultural insights as we address the many health inequities that may stand in the way of our neighbors' access to quality health care and well-being resources.

Memorial Hermann Experience

"We care for every member of our community by creating compassionate and personalized experiences."

This Memorial Hermann Experience service commitment is supported by four service standards: safe, caring, personalized and efficient.



New Knowledge, Innovations and Improvements

Advancing quality health care, nurse engagement and community health requires promoting awareness and communicating evidence-based practice, research and new technology to create innovative solutions.

Each day Memorial Hermann Memorial City nurses are involved in improving the care provided to our patients and the patient experience through the adoption of evidence-based practices and development of innovative solutions to problems.

Here are just few examples of new knowledge, innovations and improvements at work on our campus:

Evidence-Based Practice Program

Memorial Hermann Memorial City offers an evidence-based practice program, led by a system nurse scientist. The 6-month program introduces participants to clinical inquiry through developing a PICO (patient/population, intervention, comparison and outcomes) question, conducting literature searches, evaluating evidence, completing an evidence summary table, identifying a practice recommendation, developing a poster of the project plan and sharing the project plan. Participants can choose to work independently or in groups based on common project ideas.

Improving Neurodevelopmental Outcomes in the NICU

The Neonatal Intensive Care Unit nurses started a four-year project to improve neurodevelopmental care provided to babies in the unit.

The evidence-based practice project focused on integrating the Neonatal Integrative Developmental Care Model into practice in the NICU. This model utilizes neuroprotective interventions as strategies to support optimal

synaptic neural connections, promote normal neurological, physical and emotional development and prevent disabilities.

This project resulted in implementing the Infant-Driven Feeding Model of Care. Premature infants often have feeding difficulties that place them at greater risk for prolonged hospitalization, readmissions secondary to poor feedings, oral aversions, sensory difficulties and poor cognitive and motor outcomes. IDF, a validated, standardized feeding method, helps premature infants decrease the time needed to develop the ability to nipple-feed and reduces the time to discharge.

Blood Glucose Checks and Insulin Administration in the IMCU

Nurses in the Intermediate Medical Care Unit grew concerned that routine morning and lunch-time blood glucose checks for diabetic patients did not correlate with when patients were eating meals or receiving insulin doses.

The IMCU staff conducted an evidence-based project to determine best practices related to timing of blood glucose checks, mealtimes and insulin administration. The team reviewed the literature and then conducted chart audits to determine when blood glucose measurements were taken in relation to insulin dose administration for diabetic patients. After numerous education efforts and implementation of a new practice for the timing of blood glucose checks in relation to insulin administration, the IMCU increased from the percentage of patients receiving insulin doses in less than one hour after a blood glucose check.

Empirical Outcomes

By utilizing empirical outcomes, nurses can advance their practice, achieve positive patient and nursing satisfaction and improve nursing-sensitive quality indicators to ultimately improve patient health.

The true measure of success for any nursing division lies in measurable, quantitative results shown in its quality data. The skill, education and experience of our professional nurses, coupled with the significant investments we have made in nursing technology and resources, have led to increasingly better outcomes for patients and a more satisfying work environment for caregivers.

Memorial Hermann Memorial City benchmarks nurse-sensitive quality indicators utilizing the National Database of Nursing Quality Indicators®. The measures tracked include falls with injury, catheter-associated urinary tract infections, central line associated blood stream infections, hospital-acquired pressure ulcers and assaults against nursing personnel. Our goal as a facility is to lead the nation in quality indicators and exceed the mean of other comparable facilities, utilizing empirical evidence to advance nursing practice and improve patient outcomes.

Improving Patient Experience on 7 East Cardiology

Connections among care givers, patients and their families serve an important role in the therapeutic relationship. While reviewing patient experience scores and comments, 7 East Cardiology identified an opportunity to improve the patient-care giver connection. 7 East staff implemented a new tool, the Care of Confused Hospitalized Older Persons (CHOPS) Sunflower, developed by the Agency for Clinical Innovation.

CHOPS Sunflower, a tool that supports providing person-centered care, facilitates all-important connections for hospitalized seniors. The center of the sunflower identifies the patient's

name or what the person likes to be called. Each of the other petals shares important information about the patient: significant people, past occupation, hobbies and interests, favorite music, favorite things and places, pets, birthplace and others.

After the unit adopted the new tool, the score for the emotion question on the patient experience survey and the score for the trust question improved.

Reducing Patient Falls Rates In 7M Oncology

Despite the hospital's active use of fall prevention measures such as "foot in the door," the Johns Hopkins fall assessment tool, hourly rounding, a bedside mobility assessment tool, bed and/or chair alarms, live sitters and tele-sitters, fall rates were not improving. The Hospital Fall Team decided to focus on one unit to pilot new interventions aimed at reducing the patient fall rate and selected 7M Oncology.

Using evidence from a literature review and information obtained from the staff needs assessment, the team formulated a new standardized fall prevention checklist: the 4 Bs of Fall Prevention: bed, belongings, bathroom and basic fall prevention education.

7M Oncology staff completed training on the 4Bs of Fall Prevention and started using the checklist in the unit. After implementation, the falls with injury rate on 7M Oncology decreased significantly.

Excellence in Nursing

Nursing awards and recognition are a significant part of professional development. As our nurses continuously strive to excel in their profession, we want to acknowledge and celebrate their many achievements along the way.



FOR EXTRAORDINARY NURSES

IN MEMORY OF J. PATRICK BARNES

DAISY Award for Extraordinary Nurses

The DAISY (Diseases Attacking the Immune System) Award is an international recognition program that honors and celebrates the skillful, compassionate care nurses provide every day. The award represents the significant contribution they make to the lives of patients, families and community members.

The DAISY Foundation was established by the family of J. Patrick Barnes after he died from complications of the autoimmune disease idiopathic thrombocytopenia purpura in 1999. When he died, his family felt compelled to say “thank you” to nurses in a very public way for the amazing care they experienced.

Each month, DAISY Award winners are celebrated among their peers and presented a DAISY statue, badge pin, certificate and fresh cinnamon rolls.

2023-2024 Honorees

Jasmine Coker, RN; Daphne Marie Timbal, MSN, RN, CCRN; Sandra Lawrence, RN; Gilbert Lapat, RN; Megan Polvi, BSN, RN; Alex Pham, BSN, RN; Shana Bagby, BSN, RN RNC-OB; Ariadne Cabral, BSN, RN, CCRN; Mallori Pearson, BSN, RN; Mo Karaki, BSN, RN; Sarah Clarke, BSN, RN, RNC-OB; and Archie Payumo, RN

During National Nurses Week in May, Memorial Hermann Memorial City also awards the annual DAISY Team and DAISY Nurse Leader Awards.



HONORING NURSES INTERNATIONALLY
IN MEMORY OF J. PATRICK BARNES

DAISY Team Award

The DAISY Team Award honors effective collaboration by two or more people, led by a direct-care nurse, who provide exceptional care or create a memorable experience by going above and beyond their traditional duty requirements.

DAISY Team Award 2023:

Antepartum Unit

Angela Baker, ADN, RN; Homa Dean, BSN, RN, C-EFM; Lisa Delafance, MSN, RNC-OB; Neri Ann Florita, BSN, RN; Kimberly Jones, MSN, RN, C-EFM, FNP-BC; Sandra Lawrence, RN; Bonnie Lechnar, BSN, RN-BC Medical-Surgical; Elisa Montgomery, MSN, RN, FNP-BC; Maria Joela Nogueira, BSN, RN, RNC-OB, RNC-IAP; Mi Park, MSN, RNC-OB; Jacqueline Powdrell, BSN, RN; Linda Sue Rothwell, BSN, RN; Mary Umoh, BSN, RNC-OB; Chloe Williams, BSN, RN; and Kim Ju Yang, BSN, RNC-MNN

DAISY Team Award 2024:

Kate Lindig Neonatal Intensive Care Unit Permanent Charge Nurse Team

Amber Rossino, BSN, RNC-NIC, Denise Zuniga, BSN, RN; Sophia Kirk, BSN, RN; Karla Miller, BSN, RNC-NIC; Loulie Ruiz, BSN, RN; Marie Fontanilla, BSN, RNC-NIC; Grace Park, BSN, RNC-NIC and Diane Escamilla, BSN, RN





DAISY Nurse Leader Award

The DAISY Nurse Leader Award honors executive leaders, middle managers, educators and preceptors who supervise direct patient care nurses and who fully support recognition for their direct care staff and understand the value of celebrating the impact staff have on the patient experience.

- **2023 DAISY Nurse Leader Award:**
Dora Barrows, MSN, RN, CVRN-BC, MICU Clinical Manager
- **2024 DAISY Nurse Leader Award:**
Jennifer Rocha, BSN, RN, RNC-OB, C-ONQS, Maternal Program manager

Salute to Nurses

Every May, the *Houston Chronicle* celebrates National Nurses Week by recognizing nurses in the Greater Houston community with the Salute to Nurses Award. Nominated by peers and patients, then selected by a panel of nurse educators and leaders, honorees are recognized for their compassion in serving patients in our community and their notable contributions to the field of nursing. The most outstanding 200 nurses and the top 15 are selected for recognition.

Houston Chronicle Salute to Nurses Outstanding Nurses from Memorial Hermann Memorial City:

- Alea De Castillo, BSN, RN, Emergency Department
- Catherine Leslie, MSN, RN, PCCN, Education
- Dora Barrows, MSN, RN, CVRN-BC, Medical ICU Manager



Magnet Nurses of the Year

Each year Memorial Hermann Memorial City recognizes our Magnet Nurses of the Year. These nurses demonstrate behaviors that best reflect one of the Magnet Model components.

Magnet Nurses of the Year:

- **Transformational Leadership:**
Natalie Garner, BSN, RN, RNC-MNN, 2023, and Catina Turner, MPH, BSN, RN, 2024
- **Structural Empowerment:**
Veronica Zayas, MSN, RN, RNC-MNN, 2023, and Laura Juarez, BSN, RN, 2024
- **Exemplary Professional Practice:**
Aristotle Abad, BSN, RN, CMSRN, 2023, and Caryn Bermeo, BSN, RN, CCRN, 2024
- **New Knowledge, Innovations and Improvements:**
Cynthia Hernandez, MSN, RN, 2023, and Rodilyn Lim, BSN, RN, CMSRN, 2024
- **Empirical Outcomes:**
Jessica Salley, BSN, C-ELBW, CLC, and Kristina Ward, MSN, RN, C-ONQS, 2023

Dr. Fazle Ali Meerza Excellence in Compassionate Nursing Care Award

In recognition of the exceptional role nurses play in patient care, Dr. Fazle Ali Meera, a retired Memorial Hermann physician, established an annual award honoring a nurse who has demonstrated outstanding compassionate care and exemplifies the nursing profession.

Nurse Excellence Award recipients:

- Sarah Sicola, BSN, RN, 2023
- Victoria Ho, BSN, RN, 2024

Accomplishments of FY23 and FY24

Memorial Hermann Memorial City, which has served the community for 53 years, is the first hospital in west Houston to obtain Magnet® status from the American Nurses Credentialing Center. With 2,500 employees and a medical staff of 1,500 affiliated physicians representing 100 specialties, Memorial Hermann Memorial City explores new, innovative treatments that are changing health care and improving quality of life for patients. Here are some of our outstanding accomplishments of FY23 and FY24:

Our Campus:

Awards, Recognition and Accreditation

- #6 in the Houston Metro Area and #10 in Texas, *U.S. News & World Report*
- High performing in two adult specialties and 11 adult procedures/conditions, *U.S. News & World Report*
- 2023 World's Best Hospital in the United States, *Newsweek*
- 'A' patient safety grade, The Leapfrog Group
- Grade "A" on Clinical Outcomes, Lown Institute Hospitals Index
- Medical Excellence: favorable outcomes in overall medical care category and eight specialties/procedures/conditions, Quantros' CareChex® Hospital Quality Rating Analysis
- Patient Safety Excellence: favorable outcomes in overall medical care category and six specialties/procedures/conditions, Quantros' CareChex® Hospital Quality Rating Analysis
- Best Hospital Award, *Living Magazine's* Reader's Choice Awards
- Women's Choice Award, Best Hospitals
- Comprehensive Stroke Center, DNV GL Healthcare (accreditation organization for acute care and critical access hospitals)
- Get With the Guidelines® Stroke Gold Plus Quality Achievement Award accompanied by the StrokeSM Elite Plus Award and Type II Diabetes Honor Roll, American Heart Association
- One of only two hospitals in Texas to be designated as a Cardiac Care Blue Distinction Center +, Blue Cross Blue Shield
- Three stars for active participation in the Registry Participation Program, Society for Vascular Surgery's Vascular Quality Initiative
- Percutaneous Coronary Intervention Star Award, 4 stars across all process measures, Society of Pain
- Cardiac Rehabilitation Program Recertification, American Association of Cardiovascular and Pulmonary Rehabilitation
- A Best Hospital in Maternity Care (uncomplicated pregnancy), *U.S. News & World Report*
- America's Best Maternity Hospitals 2023, four ribbons, *Newsweek*
- Baby-Friendly® Designated birth facility, Baby-Friendly, USA
- 1 of 78 hospitals in the nation listed for "Meritorious" Outcomes for Surgical Patient Care, High-Risk Category, American College of Surgeons National Surgical Quality Improvement Program
- Comprehensive Bariatric Center, Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program
- Bariatric Center of Excellence, United Healthcare Optum
- Endoscopy Unit Recognition Program, American Society of Gastrointestinal Endoscopy
- America's Best Cancer Hospitals 2023, *Newsweek*
- Good Neighbor Program Award, Spring Branch Independent School District
- Clinical Distinction Award for Amputation Prevention Center and Wound Care, RestorixHealth
- Advanced Certification for Total Hip and Knee Replacement, The Joint Commission

Our People:

Patients, Employees, Volunteers and Affiliated Physicians

- Employee engagement above the national health care average
- Continued focus on employee safety with a robust safety coach program. Total case incident rate is 5.01, below the national average for hospitals of 6.10.
- Leader rounding with patients now more than 1,400 patient visits weekly
- Patient experience improvement in all service areas for FY23 and FY24 attributed to leader rounding, staff rounding and post-discharge calls in the areas of inpatient, outpatient, day surgery and ER
- Volunteerism increased by 67 new members in FY23 and FY24. 187 volunteers provided 30,127 hours of service to our campus.
- Turnover rate decreased from 23.1% to 15.1% (FY23 to FY24 annualized)
- Agency RNs down to zero in FY24
- Our commitment and reinforcement of the new Memorial Hermann Experience Service Standards: Safe, Caring, Personalized and Efficient
- Kindness campaign replaced Code of Conduct with new signs for staff and patients/visitors regarding appropriate behavior on campus and how to treat one another to create a safe and caring environment for all
- Recognized DAISY award and Rose award (non-nursing) recipients in celebration, employee newsletter, leader toolkit and campus town hall presentations.
- Launched Schwartz Center Rounds to provide a safe place for employees, affiliated physicians and volunteers to discuss and process difficult social and emotional issues they may face while caring for patients and families
- Reinforced Code Lilac as a crisis intervention tool to support workforce and our EMS partners' well-being. Code Lilac enables a team to recover more successfully from the traumatic stress that may occur at times during care delivery.
- Professional development skills added to MHU Online, providing access to 2,400 on-demand offerings to develop new skills and strengthen existing ones
- Each fiscal year, employees receive 20 new Bright Horizons back-up care days to care for children or an elderly loved one.
- New 10% tuition grant per credit hour for staff and immediate family members for degrees, certificates and micro-credentials related to health care
- Wellness programs available to all part- and full-time staff: health coaching, counseling, Wellness Moments and MyWellness Portal
- Employee resource groups, part of the Equity, Diversity and Inclusion initiative: Allies for Improvement of Disability Experiences, Black Organizational Leadership and Development, Pride Alliance, Veterans and Employees Together in Service, Women United for Equity Network; Hispanic and Latino/a, Asian and Pacific American and Young Professional/Early Career
- Paid parental leave and increase to \$20K for fertility lifetime maximum added to FY24 benefits

Our Facility:

Growth and Expansion

- The heart and vascular program celebrated milestones including:
 - first robotic-assisted heart surgery
 - first transcatheter mitral valve replacement
 - opening of a second electrophysiology room
 - installation of a new cardiac MRI
 - installation of a new CT in the catheterization lab
- Opened the special care nursery, an eight-bed Level II Neonatal ICU
- Expanded the postpartum unit for additional beds
- Installed a second linear accelerator (LINAC) machine for radiation therapy
- Acquired a sixth daVinci robot
- Completed a second cysto room in day surgery
- Upgraded the 128-slice CT in the emergency department
- Opened an ostomy clinic in the wound care clinic
- Installed new chemistry analyzers and hematology analyzers in the laboratory

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