



Memorial Hermann The Woodlands Medical Center

Nursing Accomplishments Report

FY23: July 1, 2022 – June 30, 2023

**MEMORIAL[®]
HERMANN**
The Woodlands
Medical Center

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Message from the Senior Vice President and System Chief Nursing Executive

Where can you see the face of Memorial Hermann Health System’s commitment to advancing health and personalizing care? It’s in our nurses—approximately 14,000 highly skilled and dedicated professionals who bring their special touch of empathy and expertise to patients throughout Greater Houston each day.

Memorial Hermann’s nursing program is built on professional engagement, career development, health care partnerships, patient safety, workplace safety, employee physical and mental wellness, equity, diversity and inclusion, with the single goal of creating healthier communities now and in the future.

Our staff has confronted many new challenges since the onset of COVID-19, and we’ve taken steps to better serve our communities and enhance the Memorial Hermann experience for all the lives we touch.

At the very heart of that experience is our remarkable nursing staff, consistently recognized for commitment to excellence, including Magnet® recognition from the American Nurses Credentialing Center© (ANCC). Eight hospitals are recognized; four more anticipate site visits in FY24. Magnet is a reflection of nursing professionalism, teamwork and distinction in patient care.

As we celebrate our accomplishments, we recognize that our profession cannot stand still, so we have implemented several initiatives to support our threefold Enterprise Nursing Strategic Pillars: Grow, Excel, Reimagine. Our new Memorial Hermann Institute for Nursing Excellence has been established to bring us to the forefront as a national leader in nursing quality, research, evidence-based practice and innovation.

We are participating in the Health Management Academy’s Nursing Catalyst Program, which focuses on shared operational challenges including virtual nursing and clinical documentation strategies, as well as nursing recruitment, engagement and retention.

Our new System Professional Governance Congress, an interdisciplinary committee, aims at assuring that Memorial Hermann’s metrics for patient outcomes, patient experience and professional practice environment lead in national, regional and community benchmarks. We have also added a Chief Nursing Informatics Officer to support our transition to a new electronic medical records platform that will help increase care efficiency.

At Memorial Hermann, we remain committed to providing our nurses with the tools and resources necessary to deliver high-quality care and ensuring their voices are heard as we carry out our shared vision of nursing excellence throughout the communities we serve.

Appreciatively,



Bryan Sisk, DNP, MPH, RN, NE-BC, CENP
Senior Vice President and System Chief Nursing Executive
Memorial Hermann Health System

Message from the Campus Chief Nursing Officer

It is with great honor and pride that we present the Memorial Hermann The Woodlands Medical Center Nursing Annual Report for FY23. This report highlights our health care heroes and demonstrates who we are as a community hospital. We are pleased to share the most notable achievements of our exemplary nurses, providers and health care partners.

Our campus, a leading facility in the Memorial Hermann Health System, celebrated its 38th anniversary in 2023. Deeply rooted in The Woodlands and Montgomery County and uniquely positioned among what is considered Greater Houston’s “medical center of the north,” Memorial Hermann The Woodlands continues to provide the depth and breadth of services that our community has come to trust.

Since 2010, we have been recognized by the American Nurses Credentialing Center as a Magnet®—the first Magnet®-designated hospital in Montgomery County, and we have accomplished a great deal that supports our vision of creating healthier communities, now and for generations to come. We are:

- a designated Level II Trauma Center with a part-time Life Flight helipad rooftop base.
- a Comprehensive Stroke Center Chest Pain Center.
- a facility with maternal and neonatal Level III designations.
- the leading health care employer in the county and the second largest employer overall.

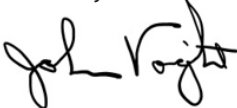
Our campus has also earned:

- recognition for surgical patient care from the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®).
- two Academy of Medical-Surgical Nurses PRISM Awards®, recognizing outstanding quality in the 3West and 5West units.
- national accreditation by the Commission on Cancer for rectal cancer.

Our commitment to safety is reflected by continued improvement in our total incident case rate (TICR), which is significantly below the national hospital average. In addition, our nursing staff turnover rate decreased from 21.4% to 15.9% over a 12-month period.

All of these accomplishments have been made possible by the service, professionalism and dedication of our nursing staff in everything they do to care for our patients, their loved ones, our community and one another.

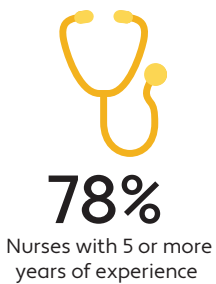
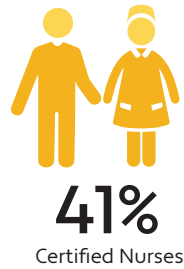
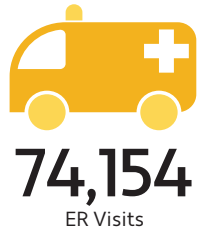
Sincerely,



John Voight, MSN, RN, NEA-BC
Vice President and Chief Nursing Officer
Memorial Hermann The Woodlands Medical Center

Our Campus and Nurses

FY23 Data



Memorial Hermann The Woodlands Nursing Professional Practice and Delivery Model

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

Campus Nursing Mission

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. To 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)

The Memorial Hermann The Woodlands Professional Practice Model (PPM) 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 and guides nurses to provide and maintain safe, clinically competent nursing practice.

Clinical nurses who represented The Woodlands campus on this system initiative were **Dorothea Avila**, BSN, RN, CCRN; **Susan Lammers**, BSN, RNC-OB, C-EFM; and **Aletha Savage**, BSN, RN.



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

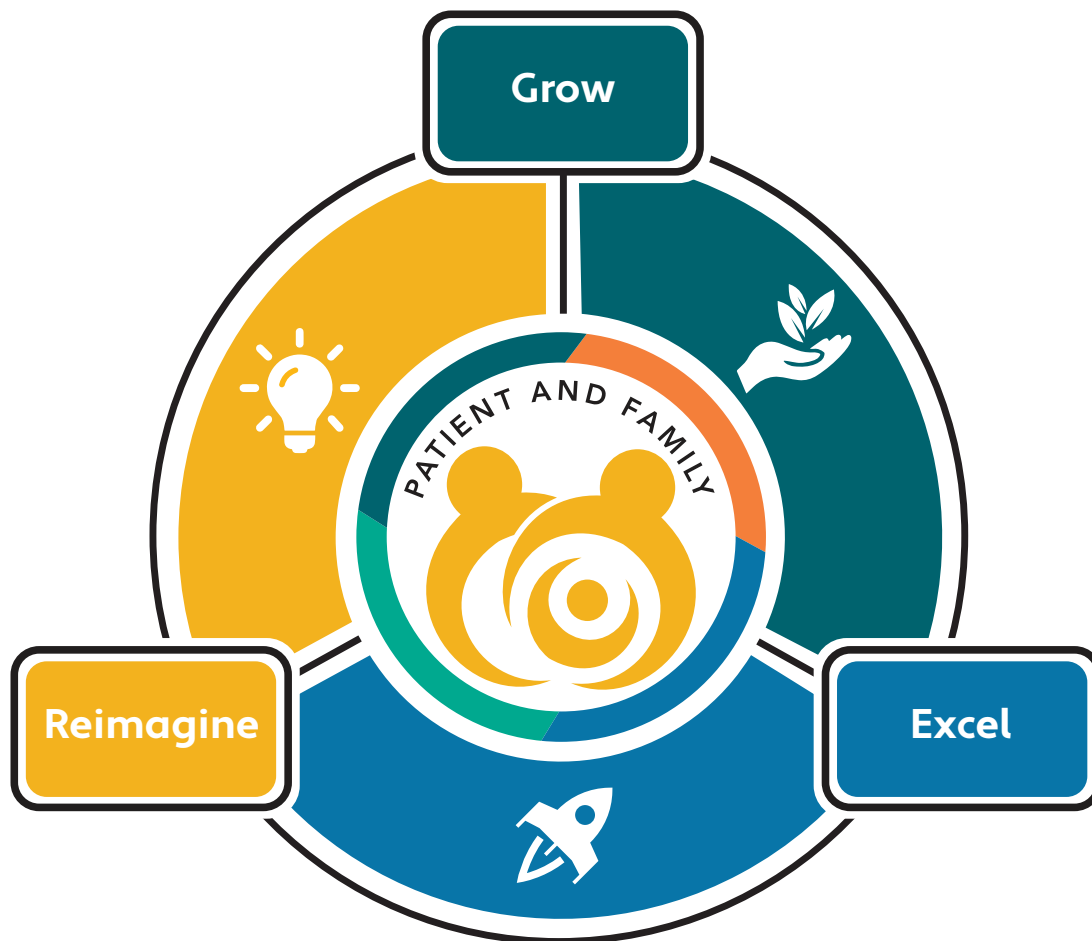
Excellence in nursing allows us to create healthier communities, now and for generations to come.

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 The Woodlands 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.



Advancing Health. Personalizing Care.

Nurses at Memorial Hermann The Woodlands advance health through practice excellence, care delivery and shared decision-making.

Through our professional practice model, nurses are empowered to transform their daily nursing practice, to improve the quality of nursing care and to improve patient outcomes. As a three-time ANCC-designated Magnet® facility, we pride ourselves on demonstrating the five Magnet® domains throughout our daily practice:

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Improvements and Innovation
- Empirical Outcomes

The efforts of the nursing staff, nursing leaders and interdisciplinary team members have helped us to experience another great year of positive outcomes for patients, families and staff.

Practice Excellence

The culture within Memorial Hermann The Woodlands supports and aligns with the Nursing Mission, Vision and Values and sustains a professional nursing work environment where our nurses can develop professionally and provide excellent care in a healthy work environment. By fulfilling the expectations of our professional nursing practice model, our patients and nurses experience excellence in care and the highest-quality outcomes.

Care Delivery Model: Patient- and Family-Centered Care

A Care Delivery System (CDS) delineates nurses' authority and accountability for clinical decision making and outcomes. At Memorial Hermann The Woodlands, we foster patient- and family-centered care delivery and, with patient permission, incorporate both patients and families into care decisions. We support the patient by encouraging family members to remain with the patient as much as possible. All our patient rooms are private and accommodate overnight stay(s) with family so that patients feel comfortable during their hospitalization.

Shared Decision Making

Shared decision making promotes an organizational model that encourages nurses to have a voice in their professional practice. The model empowers nursing staff to be involved in decision making, with the purpose of improving their professional practice, work environment and professional development. Shared decision making promotes partnerships among staff, patients, families and providers, with marked results in improved patient and provider satisfaction.

Principles of shared decision making include engaging all staff, recognizing that no role is more important than another. Nurses are accountable, taking ownership for both decisions and outcomes.

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.

Mentoring for the Future

As Memorial Hermann The Woodlands continues to evolve in the rapidly changing health care market, providing mentorship opportunities for nurses to learn from each other has never been more important. Mentorship is a way to gain wisdom, in a safe space, from those who have experience in the same setting.

Nursing mentorship programs are designed to guide a mutual relationship between an experienced mentor nurse and a new nurse or a nurse transitioning to a new role. A mentoring guide-toolkit provides insight into the many mentoring opportunities available within the organization.

Among our mentoring opportunities:

Memorial Hermann The Woodlands Leadership Development Academy (LDA)

2022 Class Participants

Michael Cucinotta, BSN, RN, CCRN; Jennifer Earnheart, MS, SLP; Jomar Famadico, BSN, RN, CMSRN; Laura Gonzalez (Business Office); Ashley Hamilton, MS, OT; Britini Hoiem, BSN, RN, CAPA, CPAN, WCC, WTA-C; Courtlynn Howard, BSN, RN, CMSRN; Marquita Marshall, BSN, RN; Andrew Mayes, ABA; Dawn McDonald, BS, OT; Ashley Simon, MSN, RN, CEN, SCR, NPD-BC; Samantha Taylor, BSN, RN; Michael Tellier, BSN, RN, CBN and Michelle Walker, MSW

2023 Participants

Anne Papa-Torres, MSN, RN, CMSRN, NPD-BC; Camille Deloney, MSN, RN, CNOR; Ellen Glaser, BSN, RN, CEN; Aletha Savage, BSN, RN; Stephanie Lombard, BSN, RN; Andrew Brown, BSN, RN, SCR, N; Jacklyn Smerica, CRT, RRT-RCP; Crystal Rempfer, OT; Quita Hall, BSN, RN; Mary Beth Culver (Patient Relations); Julia Bourgeois, BSN, RN; Cara Keys, BSN, RN, CPN; Caroline Wilson, DPh; Latosha Mitchell, DPh; Kimberly Williams, BSN, RN, CCRN; Michele Vaughan, BSN, RN, PCCN; Kelli Jackson, BSN, RN, CMSRN; and Briana Roberts, RN

Memorial Hermann Health System Nurse Executive Leadership Academy (NELA)

2022 Graduate

Emefa Arnaout, MSN, MHA, RN, NE-BC

2023 Participant

Tricia Engler, MSN, RN

- Women Leaders of Memorial Hermann Mentoring Circles
- Professional Practice Shared Governance Council (PPC) provides 1:1 mentoring to nurses for success within the Professional Nurse Advancement Program (PNAP)

High Reliability Organization Taskforce

CNO John Voight's advocacy and influence resulted in a strategic organizational change with the implementation of a High Reliability Organization Taskforce (HRO). This innovative concept addresses one of Memorial Hermann The Woodlands primary goals: to be a Top Decile Vizient® facility by June 30, 2024. The strategy's daily intention is to improve team communication and enhance accountability of all members of the care team.

Because the success of a HRO depends on communication, collaboration and commitment of the multi-disciplinary team members, the process required:

- rapid realignment, buy-in and active participation from all stakeholders
- a strong focus on “no harm”
- accountability of team members in identifying interventions to remove barriers and escalate to leadership when assistance is needed.

Voight collaborated with the leadership team to schedule daily “touch point” meetings to sustain progression and minimize barriers, providing support and guidance to implement this new organizational practice. These morning meetings, held in-person or via Zoom, provide an opportunity for staff and leaders to follow up on concerns and needs in a timely manner.

At the end of June 2023, Memorial Hermann The Woodlands moved from the 28th percentile to 18th percentile within the Vizient cohort group, meeting the FY23 goal of being in the top quartile.

Decrease in the Prevalence Rate of Device Related HAPIs for SICU Patients

Hospital-acquired pressure injuries (HAPI) specific to a medical device were identified as an on-going patient care concern by Surgical Intensive Care Unit (SICU) nurses. The nurses believed that the cervical collar product being used was inadequate in preventing pressure injuries to the occipital region. Nurses wanted additional padding to provide added skin protection for patients who were required to wear a cervical collar.

In January 2023, the C-Collar Taskforce recommended adding a back panel attachment that would protect the occipital region for patients wearing cervical collars. The adoption of this product resulted in a decrease in the HAPI prevalence rate related to medical devices for SICU patients.

C-Collar Task Force members included *Azucena Clukey*, BSN, RN, CCRN; *Ashley Heard*, MS, BSN, RN; *Michael Cucinotta*, BSN, RN, CCRN; and Materials Management Manager *Beverly Argabright*.

This initiative illustrates Memorial Hermann The Woodlands' culture and environment where nurses' voices are heard, their input valued and their practice supported, allowing for continuous improvement in patient care.

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

Memorial Hermann The Woodlands is dedicated to the continuing education needs of nurses. This ongoing process is assessed through multiple pathways to ensure that both self-identified concerns and gaps in the nurse's knowledge, skills and abilities are identified and addressed.

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

The learning needs assessment(s) include all practice settings and all levels of nursing practice within Memorial Hermann The Woodlands and at times are developed to focus on an individual level of nursing, such as Advanced Practice Nurses (APRN).

In 2017, Memorial Hermann The Woodlands adopted the Donna Wright Methodology for competency assessment. In this model, continuing education and competency needs are identified and re-evaluated in a variety of ways, both annually and on an ongoing basis.

Competency needs are assessed primarily through input by nurses at all levels within the organization and marked as 1) new, 2) changes, 3) high-risk or 4) problematic. Needs are prioritized when they are classified in more than one category, they are time-sensitive or they impact measurable outcomes and patient care outcomes.

Targeted Goals for RN Certification

Memorial Hermann The Woodlands encourages nurses and employees to enhance their careers and life-long learning needs through educational advancement and professional development. Attaining professional certification is one way that nurses can achieve both professional and personal pride and success. In FY23, The Woodlands campus professional certification rate was 41%.

Patricia Goodpastor Education Fund for Nursing Excellence

The Patricia Goodpastor Education Fund for Nursing Excellence supports the advancement of nursing's professional development, nursing research and evidence-based practice. This includes scholarships for external continuing education and conference attendance that extend Memorial Hermann The Woodlands' humanistic approach to nursing as an art and a science.

During FY23, \$5,570 was distributed to The Woodlands campus nurses in support of professional development for ANCC-approved professional nursing certification renewal.

Advanced Degrees and Certified RNs

Memorial Hermann offers education benefits for employees who want to earn advanced degrees. The program provides financial assistance that enables employees to meet career goals in a manner that both supports individual needs and adds value to the organization. Part-time and full-time clinical employees are eligible.

Student loan repayment benefits extend to employees who have already reached their educational goals. This assistance is administered through a third-party vendor to help repay educational loans from federal, state and private sources. Part-time and full-time clinical staff are eligible.

Memorial Hermann values nurses who certify in their specialty area of nursing practice. These nurses are seen as clinical experts and help advance care at the bedside. Memorial Hermann The Woodlands achieved its target goal of a 1% annual increase of nurses both attaining a professional nursing certification or attaining a BSN or higher degree in nursing. In FY23, 90% of nurses at The Woodlands campus held a BSN or higher degree.

Employee Resource Groups

Employee resource groups (ERGs) 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 the campus addresses the health inequities that stand in the way of our neighbors' access to quality health care and well-being resources.

Equity, Diversity and Inclusion

Memorial Hermann The Woodlands has a formal, comprehensive and ever-expanding equity, diversity and inclusion program with the Equity, Diversity and Inclusion (EDI) Council providing a strategic roadmap. The program rests on four pillars: community, health, people and research. Its focus and commitment is to create a health system where everyone--patients, employees, physicians and members of the community--feel welcome, respected, seen and understood.



Memorial Hermann Experience

The Memorial Hermann Experience service commitment is "We care for every member of our community by creating compassionate and personalized experiences." It is based on four service standards: safe, caring, personalized and efficient.

All Memorial Hermann The Woodlands employees have completed a 90-minute "Navigating the Memorial Hermann Experience" training session where they learn how to make decisions that lead to providing exceptional service and care every minute of every day.

Exemplary Professional Practice

Exemplary professional practice involves collaborating with physicians, nurses, patients and communities to identify health care needs, use resources to deliver high-quality patient care and achieve operational excellence while advancing health outcomes.

Professional Nurse Advancement Program

The Professional Nurse Advancement Program (PNAP) is a clinical advancement incentive program that rewards nurses for elevating the level of nursing professionalism for themselves and their peers. The PNAP program consists of two levels: PNAP-P (Proficient) and PNAP-E (Expert). Full-time and part-time registered nurses who have direct patient care responsibilities for greater than 50% of their shift/day are eligible.

Since its inception, Memorial Hermann The Woodlands has seen a steady increase in the number of RNs in the PNAP program. This sustained success is due in part to the work of members of the Professional Practice Council (PPC) who serve as PNAP mentors. Their campaign of “PNAP...As Easy As 1, 2, 3...” has provided ongoing guidance and support for nurses during the PNAP application process. In FY23, 206 direct-care RNs participated in the program.

Nurse Residency Program

The Nurse Residency Program (NRP) at Memorial Hermann is a comprehensive transition-to-practice program for newly graduated RNs. Using the Vizient/AACN Nurse Residency Program™ and Memorial Hermann Clinical Development Specialty Core Curricula, this program presents new nurses with opportunities that are tailored to their needs.

In May 2022, Memorial Hermann Health System was re-designated as an ANCC Practice Transition Accreditation Program (PTAP) with Distinction for our NRP. Preceptors from Memorial Hermann The Woodlands have ranked #1 across the nation for Vizient NRP satisfaction, and our NRP retention rate is 91% for the past three cohorts. We host Preceptor Fundamentals–initial and re-accrediting training courses–each quarter on our campus.

Magnet® Champions–Reach 4 the Stars (Mission Possible)

Reach 4 the Stars is Memorial Hermann The Woodlands mission possible tag line for the next phase of our Journey to Magnet® re-designation. Staff and leaders continue working with Magnet Program Director *Kim McIntosh*, DNP, RN, NPD-BC, to drive our collaborative, interdisciplinary efforts to sustain a Magnet® culture of excellence.



New Knowledge, Innovations and Improvement

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

Evidence-Based Practice and Research

Nursing led evidence-based practice (EPB) and research projects help us to advance health and improve the quality of nursing care.

During FY23, 10 nurse-led studies received approval by the Institutional Review Board (IRB) at Memorial Hermann The Woodlands, and more than 30 EBP projects were underway or in the initial development phase. Completed studies are:

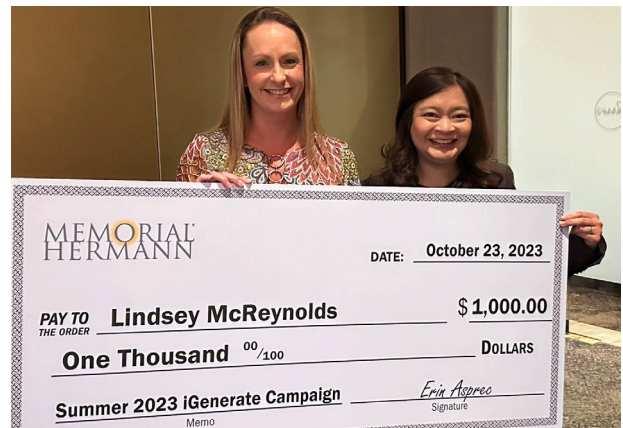
- “A Socio-Ecological Model of Transition to Practice Using Delphi Methodology” by *Heidi Gilroy*, PhD, RN, NPD-BC, NEA-BC, EBP-C, and *Tori Jarrad*, BSN, RN, was presented as a podium presentation, Sigma Theta Tau International Nursing Honor Society of Nursing, Spring Induction, Alpha Alpha XI Chapter, Sam Houston State University The Woodlands Campus, The Woodlands, Texas, April 26, 2023.
- “Clinical Coordinators: Increasing Support and Enhancing Engagement” by *Cynthia Hawks*, BSN, RN, CNOR, CSSM; *Tamara Herschmann*, MSN, RN, CNOR, NEA-BC; *Cammie Delony*, MSN, RN, CNOR; and *Karrie Gooding*, BSN, RN, CNOR, CSSM, was presented as a podium presentation, AORN Global Conference and Expo, San Antonio, Texas, April 1, 2023.
- “Development of Trauma Informed Professional Development Practices in a Large, Metropolitan Hospital System” by *Heidi Gilroy*, PhD, RN, NPD-BC, NEA-BC, EBP-C; *Becky Thayer*, MSN, RN, CRRN; *Kim McIntosh*, DNP, RN, CAPA, NPD-BC; *Rosemary Pine*, PhD, RN, NPD-BC; and *Amanda Davis*, BSN, RN, CPN, NPD-BC, was presented as a poster presentation, Sigma Theta Tau Annual Conference, Edinburgh, Scotland, July 24, 2022.

The Clinical Inquiry and Excellence Council (CIE) established a pathway from clinical inquiry through publication by utilizing project management software and implementing a ‘vanity’ email for clinical inquiry. The council is strengthening the culture in and around evidence-based practice, quality improvement and research.

- *Heidi Gilroy* (2023), “Becoming a trauma-informed leader,” *Journal for Nurses in Professional Development*.
- *Heidi Gilroy, L Douglas, Y Short, and V Jarrad*, (2023), “Creating a socio-ecological model of newly licensed nurses’ transition to practice,” *Journal for Nurses in Professional Development*. (first names?)
- *Kim McIntosh, Jody Collins and Joann Mick*, (2022), “Promoting a Culture of Clinical Inquiry: Are Dinosaurs Really Extinct?,” *Nursing 2022*.
- *Joann Mick, S Ceasar, Jody Collins, C. A. Giegerich, Heidi Gilroy, Marci Holub, C Rittenhouse and V. B. Thayer*, (2022), “EBP activities to develop a culture of clinical inquiry in healthcare organizations,” *Nursing 2022*.

iGenerate Award Winners

Memorial Hermann The Woodlands iGenerate, an active catalyst for change, improves productivity, reduces costs and impacts patients, employee partners and the facility.



Lyndsey McReynolds, BSN, RN, VA-BC, a clinical nurse on the Vascular Access Team, submitted an iGenerate idea for central line-associated blood stream infection (CLABSI) reduction when only an antimicrobial and anti-thrombogenic peripherally inserted central catheter (PICC) is available. McReynolds, one of 11 system finalists for a summer campaign, presented to a “Shark Tank”-style panel of Memorial Hermann executives, placed third in the innovation category and earned a \$1,000 prize.

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 The Woodlands benchmarks nurse-sensitive quality indicators against other Magnet® facilities utilizing the National Database of Nursing Quality Indicators (NDNQI®). The measures tracked include falls with injury, catheter-associated urinary tract infection (CAUTI), central line associated blood stream infection (CLABSI) and hospital-acquired pressure ulcers (HAPU) 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 Magnet® facilities, utilizing empirical outcomes to advance nursing practice and improve patient outcomes.

ER Journey--Increasing Patient Satisfaction Scores in the Emergency Department

The Memorial Hermann The Woodlands Level 2 Trauma Emergency Center (ER), a 36-bed unit that treats over 74,000 patients annually, had been receiving consistently low patient scores related to delays, increased wait times and lack of communication regarding delays. Between October 2022 and July 2023, the ER had been under construction to build out remaining space in the front-end triage area, and the existing process of triaging an ER patient was no longer efficient and increased wait times for the patient.

Denise Martin, DNP, RN, NEA-BC, director of trauma program and emergency services, working with

staff to create a visual for ER patients, chose a sunflower, which represents happiness optimism, honesty, longevity, peace, admiration and devotion. They also created a handout to explain the steps in triage from admission to discharge.

Recognizing the importance of departmental cooperation, radiology and business services joined the ER team to create the ER Journey Task Force.

Using data, including patient data and turnaround times, the task force worked to identify opportunities for improvement, including:

- NPS (net promoter score based on patient post-visit surveys, calculated as the ratio of detractors and promoters) In March 2023, the NPS was 29.1, down from February 2023 which was 30.8. The unit goal was 37.5.

Utilizing software from an outside vendor for assessing and reporting patient satisfaction, *Martin and Lisa Do, MSN, MBA, RN, CEN, clinical manager of ER, along with their clinical staff, review ER patient satisfaction data each month and discuss trends and opportunities for improvement.*

- Average turnaround times

To reduce the average turnaround for radiology services of 55 minutes, *Kurt Jensen, RT (R)(MR) (ARRT), radiology manager, identified an area next triage to convert into a radiology space for X-rays. This provides a readily available portable machine and reduces the travel distance from triage from 200 yards to 20 feet.*

The task force also created a smoother flow through triage, including a space for lab draws and a 12-lead EKG.

Other accomplishments included:

- identifying a room in triage for patients rather than transporting them to radiology.
- providing a script for ER registration staff on the ER Journey patient handout.
- developing a process and educating ER staff who work in triage on how to complete the ER Journey handout.
- adding the sunflower motif to décor in the ER area.

With the implementation of the ER Journey initiative, the ER experienced a dramatic increase

in its NPS. Having a constant visual and knowing where the patient was on their journey helped to provide needed communication.

Staff members involved in development of ER Journey are *Denise Martin*; *Lisa Do*; *Kurt Jensen*, *Ivy Beckwith*, manager of business services; *Deneen Upton*, coordinator of business services, *Marquitta Marshall*, BSN, RN; *Mark Sanford*, BSN, RN; *Ellen Glaser*, BSN, RN, CEN; *John Christensen*, BSN, RN, CEN; *Brett Monroe*, MD, MBA, medical director of emergency services; and *Catalina Guevara*, lead office assistant.



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.

DAISY Award® for Extraordinary Nurses



The DAISY (Diseases Attacking the Immune System) Award® is an international recognition that honors and celebrates the skillful, compassionate care nurses provide every day. The award represents the significant contribution nurses 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 (ITP) 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.

During quarterly ceremonies, monthly DAISY Award nominees and winners are celebrated among their peers by the CNO and encouraged to invite their loved ones to join in on the festivities. Honorees are announced and presented with a DAISY statue, badge pin and certificate.

2022-2023 Honorees:

Shelby Martin, BSN, RN; *Robert Cain*, BSN, RN; TCRN, *Jennifer Gonzales*, MSN, RNC-NIC, C-NPT; *Traci Beard*, BSN, RN, CCRN; *Maureen Iwuoha*, BSN, RN, SCRn; *Deana Cooper*, BSN, RN; *Doug Quintana*, BSN, RN; *Jennifer Taylor*, MSN, RN, CAPA; *Angela DeVito*, BSN, RNC-NIC; *Katrina Chisum*, BSN, RN; *Ashley Heard*, MS, BSN, RN; and *Stephanie Stewart*, BSN, RN

DAISY Team Award



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

The DAISY Team Award® recognizes that while an idea to achieve better patient and family outcomes may start with one individual, it often takes an entire team to implement it. This award honors collaboration by two or more people, led by a nurse, who meet patient and/or patient family needs by going above and beyond. Team members must exemplify the Memorial Hermann service standards: safe, caring, personalized and efficient.

FY22 Honorees: Surgical Services Patient Experience Team “We Care Card”

Britini Hoiem, BSN, RN, CPAN, CAPA WTA-C, WCC; *Sheila Anthony*, BSN, RN, CPAN, CCRN-K; *Linda Jones*, BSN, RN, CPAN, CAPA; *Tamera Herschmann*, MSN, RN, NEA-BC, CNOR; *Virginia Dela-Cruz*; *Kim Lewis*; *Edmund Lee*, MBA; *Emefa Arnaout*, MSN, MHA, RN, NE-BC; and *Christina Kendall*, BSN, RN, CEN

FY23 Honorees: Pre-Anesthesia Clinic Team’s “COVID-19 Clinic”

Jennifer Taylor, MSN, RN, CAPA; *Karen Evans*, BSN, RN, CNOR; *Susan Kelley*, BSN, RN; *Elizabeth Lynn*, RN; *Teresa Kane*, BSN, RN, CAPA; *Dora Moreira*, *Yolanda Terrell* and *Alicia Hardiman (PreAdmit)*; *Galatha Nelson*, BSN, RN; *Dzigbordi Yador*, BSN, RN; *Davis Ologbauma*, BSN, RN; *Victorsha Cooper*, RN; *Heather Coetze*, BSN, RN; *Jomar Famadico*, BSN, RN, CMSRN; and *Emefa Arnaout*, MSN, MHA, RN, NE-BC.

DAISY Nurse Leader Award



The DAISY Nurse Leader Award recognizes the extraordinary impact that nurses have on compassionate patient care. Nominees can be any nurse leader who impacts patient care directly, including supervisors, managers, educators or nurses who specialize in case management, informatics or patient flow.

This nurse leader impacts the staff and/or the patient care through:

- role-modeling by exhibiting extraordinary behavior.
- creating an environment that models and supports trust, compassion, mutual respect, continued professional development and ethical behavior
- motivating staff with a shared vision and enthusiasm to achieve better outcomes for themselves and for their patients.
- promoting and enhancing the image of nursing within the organization, the community and the profession.

2022-2023 Honoree: *Chelsea Leblanc-Arrington, MSN, MBA, RN, CMSRN, ONC, clinical manager of nursing support and patient transportation*



From Chelsea's nominations: "...these teams greatly enhance our staffing and throughput goals, allowing us to safely reduce agency contracts and to expedite patient movement to testing and procedure areas. Chelsea also leads the campus-wide throughput taskforce where we have realized significant gains on our top five goals in the past six months. Chelsea has created an environment of trust and respect and empowered this team to make a safe and positive impact on both the patient and staff experience. Chelsea also continues to support one of the Professional Governance Councils--the Night Council. This council is one of the largest interdisciplinary attended councils on campus."

"Her passion for night shift support is unmatched and appreciated. Chelsea also embodies and role models our commitment to community as she was a recent young professional board member for CASA (Child Advocates of Montgomery County). In closing, she co-leads our Leadership Development Academy on campus as she seeks to mentor professionals who have a passion and desire for potential leadership opportunities. Chelsea embodies and exhibits extraordinary energy and passion as she "Chooses JOY" and shares it with others."

Good Samaritan Foundation

Through the Excellence in Nursing Awards, the Good Samaritan Foundation encourages others to celebrate and recognize individual nurses who excel in their chosen fields. Nurses are nominated by their peers for their passion, leadership, mentorship and service to Texas communities. The awards recognize nurses who are leaders at the bedside offering extraordinary and compassionate care and service to patients, patients' families, employees and students.

Good Samaritan Bronze Winners, 2023

Sarah Alebesun, BSN, RN, CCRN; Silvia Alexatos, BSN, RN, CMSRN; Corazon Anacan, BSN, RN; Katherine Baritua, BSN, RN; Diana Barnett, MSN, RN, CNOR, NPJ-BC; Anh Thu Chen, BSN, RN; Song Choi, BSN, RN, MEDSURG-BC; Jennifer Cox, MSN, RN, CMSRN, OCN; Michael Cucinotta, BSN, RN, CCRN; Jasma Davis, BSN, RN, CPAN; Cammie Delony, MSN-Ed, RN, CNOR; Ashlyn Dabler, BSN, RN, CMSRN; Valerie Durocher, BSN, RN, CEN; Kellie Eleby, BSN, RN, CMSRN; Jalyynn Flanagan, BSN, RN; Sheri Fogarty, BSN, RNC-NIC; Kathryn Hall, RN, CMSRN; Sydney Hall, BSN, RNC-NIC; Stephanie Hamilton, BSN, RN, C-EFM; Maryland Juanette Henley, BSN, RNC-NIC; Courtlynn Howard, BSN, RN, CMSRN; Emma Johnston, BSN, RN; Myrtle Jules-Massicott, MSN-Ed, RN, MED-SURG-BC, SCRN; Megan Larkin, BSN, RN, PCCN; Stephanie Laverde, BSN, RN; Chelsea Leblanc-Arrington, MSN, MBA, RN, CMSRN, ONC; Angel Luna, BSN, RN; Ashley Lyon, BSN, RN, MEDSURG-BC; Lakeisha Malone, BSN, CNRN; Loan Pham, BSN, RN, CRRN; Jennifer Ransom, BSN, RN; Spring Rutland, MSN, MACE, RN; Mackenzie Ruttiger, BSN, RN, CMSRN; Cheryl Shay, MSN, RN, NE-BC; Sokuntheary Sherwani, BSN, RN, CCRN; Courtney Smith, BSN, RN, CCRN, TCRN; Teresa Upshaw, RN; Michelle Walls, BSN, RN, WTA-C; and Erica Wilson, BSN, RN.

Houston Chronicle's Salute to Nurses

In FY23, 78 Memorial Hermann nurses, including *Linda Sims-Chevalier*, BSN, RN, CNOR, surgical services, Memorial Hermann The Woodlands, were recognized among 200 nurses in the Greater Houston community with the Houston Chronicle's annual "Salute to Nurses" award. In FY22, 56 Memorial Hermann nurses made the Chronicle's list, with *Hannah Fanning*, BSN, RN, representing Memorial Hermann The Woodlands.

Honorees, who are nominated by their peers and patients and selected by a panel of nurse educators and leaders, are chosen based on their compassion in serving patients and outstanding contributions to the field of nursing.

Campus Magnet® Nurse of the Year

As part of National Nurses Week, Memorial Hermann The Woodlands honors a Magnet® Nurse of the Year who personifies our Magnet® Culture of Excellence.

FY22 Honoree: *Pamela Barlow*, BSN, RN, CMSRN (Observation Unit)



In appreciation of her recognition and on behalf of our hospital, Barlow attended the 2022 National ANCC Magnet® Conference in Philadelphia.

FY22 Nominees: *Amanda Meyer*, BSN, RN; *Bridgette Singleton*, RNC-MNN; *Britini Hoiem*, BSN, RN, CAPA, CPAN, WCC, WTA-C; *Christie Beley*, BSN, RN, PCCN; *Lovelyn Agleam*, BSN, RN, CMSRN; *Deborah Mandella*, RN, CPN; *Jomar Famadico*, BSN, RN, CMSRN; *Kathryn Kouns*, BSN, RN, PCCN; *Pauline Limsiaco*, BSN, RNC-MNN; and *Anna Cuellar*, BSN, RN



FY23 Honoree: *Billie Harrell*, MSN, RN, PCCN (IMU)

In appreciation of his recognition and on behalf of our hospital, Harrell attended the 2023 National ANCC Magnet® Conference in Chicago.

FY23 Nominees: *Angela Chastain*, BSN, RN; *Ashlee Freeman*, BSN, RN; *Britini Hoiem*, BSN, RN, CAPA, CPAN, WCC, WTA-C; *Elaine Williams*, MSN, RN; *Lauren Ostrander*, BSN, RN; and *Lilibeth Delacruz*, BSN, RN, CCRN

Campus Nursing Excellence Award

Each year during National Hospital Week, Memorial Hermann The Woodlands recognizes employees for their outstanding work caring for our patients and sustaining a culture of memorable experiences and overall excellence. This peer-nominated recognition program is managed through Administration, Human Resources and Partners in Caring. An annual award is given for nursing excellence, as well as for direct patient care (non-nursing), and professional support (non-clinical).

Honorees for Nursing Excellence: *Samantha Kitch*, BSN, RN, CCRN (MSICU), FY23; and *Heather Masera*, BSN, RN (SICU), FY22

Community Outreach

When people come to Memorial Hermann The Woodlands for health care, they expect quality nursing care and outcomes. Very few know how much our nurses do to advance health and personalize care throughout our community.

Community Impact and Involvement

Our nurses are involved in a multitude of activities that support organizational health care initiatives for the organization, while at the same time, they serve as ambassadors to promote the wellbeing of those we serve and benefit the entire community.

Some of the “beyond five” initiatives where Memorial Hermann The Woodlands nurses volunteer their time:

- Canopy Cancer Survivorship Center
- Memorial Hermann In the Pink of Health
- Memorial Hermann IRONMAN Texas
- Children’s Memorial Hermann IRONKIDS Texas Fun Run
- YMCA Dragon Boat Races
- Montgomery County Food Bank
- Montgomery County Meals on Wheels
- Houston Livestock Show and Rodeo
- Medical Missions
- Interfaith Clinic of The Woodlands
- Habitat for Humanity
- Montgomery County Youth Services
- Stop the Bleed
- American Heart Association Heart Walk
- United Way

- March of Dimes March for Babies
- Leukemia and Lymphoma Society Light the Night
- Multiple Sclerosis Society Walk MS
- American Diabetes Association Step Out Walk
- Lone Star College Adult Lifelong Learning
- San Jose Clinic
- Ladies Professional Golf Association (LPGA) Tournament
- Cleft Smiles 5K
- National Night Out
- South Montgomery County July 4th Parade
- Children’s Festival

Community Service Corps

The Memorial Hermann Community Service Corps (CSC) connects our workforce with volunteer events supporting community organizations that are aligned with our vision to create healthier communities, now and for generations to come. The CSC offers opportunities for employees to volunteer 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.

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