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NURSING EXCELLENCE

REPORT



JACKSON HEALTH SYSTEM

90 Years of Caring



90 Years of Healing



90 Years of Pioneering Medicine



Center for
**Nursing
Excellence** 

Jackson Health System

JACKSON HEALTH SYSTEM

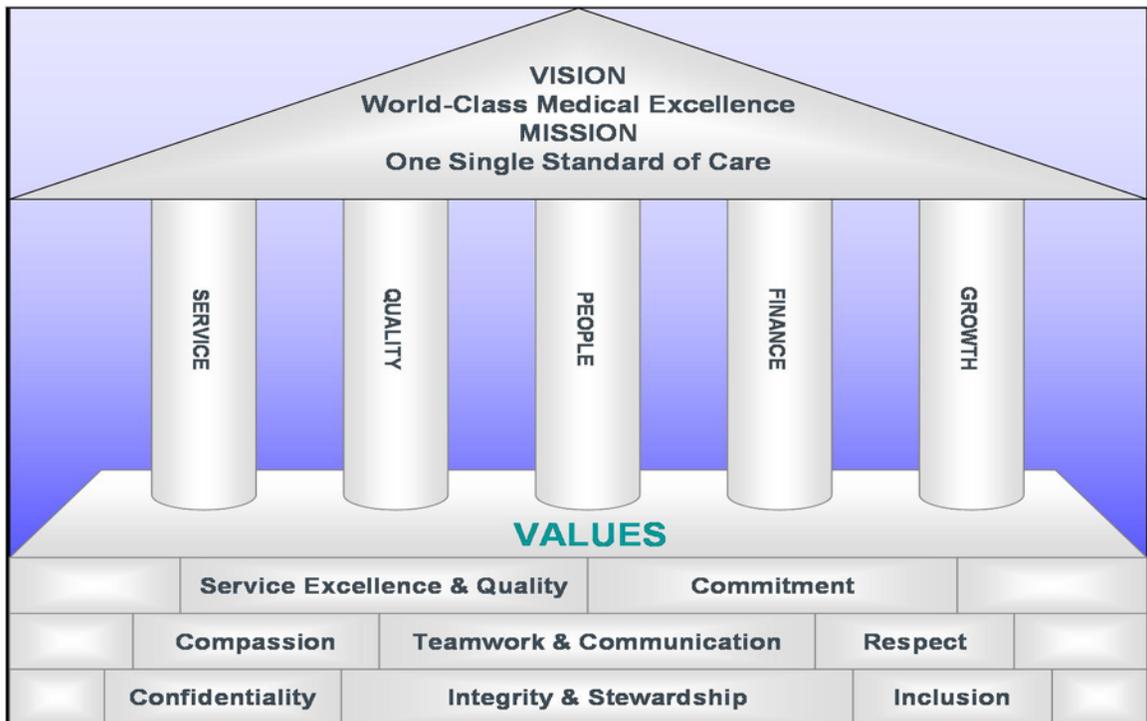
“An academic health system with a public healthcare mission”

MISSION STATEMENT

To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County

VISION STATEMENT

Our strategic vision is to be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.



WELCOME MESSAGES



Esteemed Jackson Nurses,

Your caring, professional service to our patients forms the very heart of Jackson Health System. Our Mission and Vision are based on a high standard of quality care, care that you provide every day.

As volunteers to Jackson and our community, my colleagues on the Public Health Trust Board of Trustees and I thank you for your hard work, your sincere compassion and your dedication.

Ernesto A. de la Fé
Chairman
Public Health Trust Board of Trustees



Dear Nursing Colleagues,

In 2008, Jackson Health System celebrated its 90th year of providing compassionate care to the residents of our community. It is a point of pride that one of our earliest administrators was a nurse. Ainah V. Royce, R.N., was hired as superintendent of Jackson Memorial Hospital from 1920 to 1924, and then again for the 1925-26 year. One of her first accomplishments was organizing a training school for nurses — as well as designing the nursing uniform, cap, diploma and school pin.

Although Jackson Health System has grown into a large, multi-campus facility, we continue Miss Royce's example as professional, caring nurses. We have more than 3,600 registered nurses working in a variety of environments: an academic medical center, regional hospitals, primary care centers, medical nursing homes, mental health facilities, and correctional and school health programs.

We are very focused on providing a high standard of care to our patients, a delivery of nursing care that meets the highest professional standards through the application of systemwide policies and procedures. Our mission, vision, values, philosophy and strategic plan of nursing services support that focus.

In the following pages you will find representative examples of 2008 accomplishments, reflective of the faces of magnetism that we use as our guide to enhance the quality of JHS nursing.

D. Jane Mass, R.N., M.S.N., N.E.A.-B.C.
Senior Vice President and Chief Nursing Officer
Jackson Health System

TRIBUTE AND FAREWELL TO PRESIDENT MARVIN O'QUINN



Jackson Health System President and Chief Executive Officer Marvin O'Quinn announced in October that he had accepted an executive position with Catholic Healthcare West, a system of more than 40 hospitals and medical centers throughout California, Arizona and Nevada. He would be leaving Jackson at the end of December, after five years at its helm.

"This was not an easy decision for me," he said. "I truly love Jackson, and I feel it has given me far more than I could ever have expected."

On behalf of Nursing Shared Governance, Frances Jara, R.N., staff nurse, ACC Pediatric Clinic, presented Mr. O'Quinn with a token of appreciation for all he gave to nursing as the "Shared Governance Champion."



It was Mr. O'Quinn who encouraged and supported undertaking our journey to nursing excellence. "I worked in a magnet hospital," he said, "and saw firsthand the impact it made not only on the staff but on patient outcomes."

During President O'Quinn's tenure, Jackson Health System made tremendous strides. Below are just a few highlights from 2008.

- Jackson Health System celebrated its 90th Anniversary on June 25th. This was a momentous day for Jackson's employees and the community as a whole, as it highlighted 90 years of providing one single high level of care to all the residents of Miami-Dade County.
- The 2008 "Best Hospitals" rankings from *U.S. News & World Report* were released and, once again, the University of Miami/Jackson Memorial Medical Center had more specialties ranked among the best in America than any other hospital in South Florida.
- The newly expanded and renovated pediatric intensive care unit (PICU) at Holtz Children's Hospital was dedicated on April 8th. This project was made possible, in large part, by Miami-Dade County's General Obligation Bonds (GOB) that were approved by voters.
- Jackson South Community Hospital celebrated the start of its expansion at a groundbreaking ceremony on August 5th. The \$102 million project, also made possible by the GOB, will increase the size of the existing hospital by 157,000 square feet.
- Jackson North Community Hospital continued to grow. Its affiliation with Florida International University Herbert Wertheim College of Medicine demonstrated our commitment to graduate medical education.
- On November 19th, Holtz Children's Hospital made headlines around the world as doctors, nurses and professional staff were able to keep a 14-year-old girl alive for 118 days without a heart. This is believed to be the first time that medical staff anywhere have been able to keep a pediatric patient alive without a heart.

As we transition into new leadership, the Public Health Trust has appointed Eugene Bassett as the interim chief executive officer and Eneida Roldan, M.D., M.P.H., M.B.A., as the interim president and chief operating officer.

JACKSON HEALTH SYSTEM CELEBRATES 90 YEARS OF CARING, HEALING AND PIONEERING MEDICINE

1918 – 2008

In the early 1900s, after organizing Miami's board of health, physician and civic leader James M. Jackson, M.D., was tasked with building a new city hospital for the growing community. The Miami City Hospital opened on June 25, 1918, in the middle of an influenza epidemic and was immediately filled to capacity. When Dr. Jackson died in 1924, the Miami City Commission renamed the hospital in his honor.

In 1921, a new superintendent was hired to run the hospital. She was a Florida nursing administrator, Ainah V. Royce, R.N., and one of her major accomplishments was to organize a training school for nurses. The first class of four nurses graduated in 1923.



An early photo of the staff of James M. Jackson Memorial Hospital. (Miss Royce is standing on the grass, second from the left.) In the 1920s, registered nurses on private duty received \$6 a day for 12-hour duty and \$8 a day for 24-hour duty. Now, the average hourly rate for Clinical Staff Nurse is \$36.47. Quite a jump from the 1920s.

VISION FOR NURSING SERVICES

Jackson Health System nurses are global leaders committed to excellence in providing world class care through innovation, collaboration, and evidence-based practice.

JHS PHILOSOPHY OF NURSING

We believe that nursing is a professional discipline, both art and science, that incorporates nursing knowledge, critical thinking, and caring. The delivery of care is guided by a “Single High Standard of Care” for all that is safe, culturally competent, and patient focused. Nursing practice is vital to accomplishing the JHS Mission, Vision, Values, Pillars of Success, and Standards of Excellence.

We believe that each individual is unique and brings abilities and needs to the healthcare milieu. We are committed to family-centered care to ensure families, significant others and social supports are partners in the delivery of care. The nurse-patient relationship is based on genuine care and respect, recognizing the individual’s values, developmental stage, disabilities, sexual orientation, nationality, religion and cultural beliefs.

Our goal for nursing at Jackson Health System is to provide excellent care whereby all nurses are encouraged to realize their highest potential as professionals. Excellence in patient care is fostered by providing nurses with orientation, mentoring, resources, continuing education, and advancement opportunities. Our nursing practice is evidence-based and one of collaboration with other healthcare professionals, educational institutions, healthcare advocates and organizations at local, regional, state, national, and international levels. We promote collaboration that brings together clinical practice, administration, education, and research.

GROUP PRACTICE NURSING CARE DELIVERY MODEL

Jackson Health System Nursing Services has created a patient care delivery model, Group Practice, which is guided by its vision and principles. The primary focus of this model is continuity of patient care and building strong relationships. The implementation of the new care delivery model is being driven by individual unit practice councils throughout the JHS.

The goals of the care delivery model are as follows:

- Maintain a consistent, effective approach of care delivery throughout JHS
- Provide continuity of care to each patient
- Establish excellent relationships between patient, staff, and physicians
- Ensure nursing is practiced as an intellectual discipline
- Provide an effective orientation and transition for new staff
- Increase recruitment and retention of qualified staff
- Promote patient safety outcomes
- Implement appropriate skill mix of staff

JHS NURSING THEORY



“That the culture care needs of people in the world will be met by nurses prepared in transcultural nursing.” – *Madeleine Leininger*

After careful consideration, the JHS Nursing Theory Task Force selected Madeleine Leininger’s Theory of Transcultural Nursing as a foundational element of the JHS professional nursing framework. Nursing colleagues studied various nursing theories in August 2006 before selecting Leininger’s theory for its applicability and relevance to clinical practice at Jackson.

WHO IS MADELEINE LEININGER?

Madeleine M. Leininger, Ph.D., L.H.D., D.S., R.N., CTN, FAAN, LL, is considered the Founder of Transcultural Nursing. Since the mid 1950s, Dr. Leininger has been an active leader in the field and one of the world’s foremost authorities on cultural care.

WHAT IS TRANSCULTURAL NURSING?

Dr. Leininger was the first professional nurse with graduate preparation to complete a Ph.D. in anthropology. She brought nursing and anthropology together by establishing the discipline of transcultural nursing as an essential formal area of study, research, and practice. She coined the term “transcultural nursing” to focus nursing worldwide on comparative cultural caring, health, and nursing phenomena. Transcultural nursing is directed toward holistic, congruent, and beneficial health care based on culturally sensitive beliefs, values, and practices. Simply stated, transcultural nursing is how professional practice interfaces with the concept of culture.

WHY WAS LEININGER’S THEORY SELECTED?

Our world has become globally multicultural. Within a large metropolitan area, JHS strives to provide excellent health care to multicultural and multiethnic individuals. We believe that because of our diverse patient population and employee mix, Leininger’s theory can provide a strong framework that is appropriate, relevant, and adaptable to all areas of JHS nursing including clinical, research, leadership, and education. In addition, Leininger’s theory is congruent with our organizational values.

WHEN AND HOW WILL THIS BE INTEGRATED AT JHS?

The JHS Nursing Theory task force is currently working on establishing a plan to begin integrating aspects of Leininger’s theory into our practice. Although Leininger’s theory will provide the foundation, our goal is to explore complementary models and tools for transcultural nursing and caring that will help us in our eclectic approach to strengthening culturally competent care. The initial phase of the project involves raising awareness and interest among staff. Education on cultural competency and self-awareness will be the cornerstones of transcultural theory integration.

TRANSFORMATIONAL LEADERSHIP

Transformational nursing leadership is manifest throughout Jackson Health System. Nursing leaders communicate vision and values and ask for involvement and input from all staff. The Shared Governance Coordinating Council gives staff nurses the opportunity to attain significant leadership roles and responsibility.

SHARED GOVERNANCE COORDINATING COUNCIL

A chairperson and vice chairperson are chosen annually at the UPC Chair and Facilitator Summit, held this year on November 5th. Qualifications for the two positions are:

- UPC or Practice Council membership
- Desire to lead nurses at JHS in shared governance
- Enthusiasm
- Serve as a role model
- Excellent critical thinking and communication skills
- Self-nominations invited



*Lynn Hendricks, R.N., M.S.N.
Clinical Educator, Operating Room
Immediate Past Chair*

*2008 Vice Chairperson of the Shared Governance
Coordinating Council*

*Mary Wyckoff, Ph.D., A.N.C.P., B.C., CCNS, CCRN
JMH Surgical Intensive Care
Vascular Access Specialist*



*2008 Chairperson of the Shared Governance Coordinating Council
Althea Warrell, R.N.*

CCS UPC, Jackson South Community Hospital

“Thank you for your confidence and support. I am truly honored to represent you and look forward to being your Champion in the Jackson style of Shared Governance. In the spirit of Relationship-Based Care, I am looking forward to developing a strong bond with all those involved in our Journey to Excellence.”

ASSOCIATE NURSE MANAGER RETREATS

Associate Nurse Managers attended a retreat to help facilitate and support the UPCs, providing tools to be more effective in their role. They learned more about the Magnet Journey and how their role is important to the process. Skills were obtained on how to manage in a Shared Governance environment. The dates of the retreats are listed below and were held at the Sonesta Coconut Grove Hotel. Each Associate Nurse Manager chose one of the days to attend from 8:00 a.m. to 4:30 p.m. Mourine Evans, B.S.N., M.S., R.N., a consultant with Creative Health Care Management, facilitated the sessions.

May 22, 2008

May 23, 2008

June 19, 2008

June 20, 2008

July 24, 2008

July 25, 2008

The Associate Nurse Manager (ANM) Retreats concluded with over 200 ANMs participating. The retreats were designed to provide ANMs with skills, tools and resources to lead their Unit Practice Councils and staff. Feedback received described a most successful program.



*Retreat Leader: Mourine A. Evans, B.S.N., M.S., R.N.
Consultant, Creative Health Care Management*

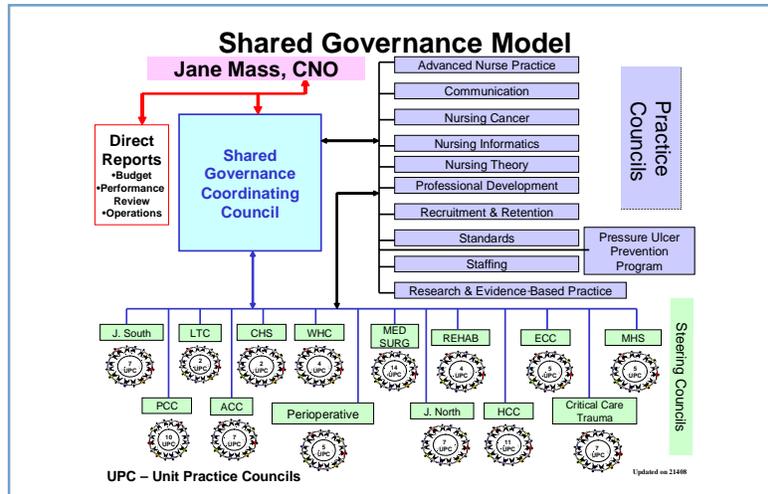
ROLE OF THE ASSOCIATE NURSE MANAGER (ANM)

This is a working draft in progress; each group contributed at the retreat:

The Associate Nurse Manager is the leader of patient care 24/7 and is responsible for inspiring the direct caregivers to work collaboratively with a positive attitude about JHS, his/her unit and each other. The ANM knows the needs of the patient population and the competency of the staff members and can thus participate in performance review. The ANM is a mentor and educator who supports the vision, philosophy, goals and principles of JHS nursing and is responsible for guiding care within the JHS Care Delivery Model.

STRUCTURAL EMPOWERMENT

The maturing Shared Governance structures promote a flexible and decentralized environment where all nurses are involved in decision making. The newly created Chief Nursing Officer positions assure nursing's essential and strong presence.



A Message from D. Jane Mass, R.N., M.S.N., N.E.A.-B.C.

As the Chief Nursing Officer for the Jackson Health System, I am pleased to announce the appointment of the following Directors of Patient Care to the newly developed role as a site-specific Chief Nursing Officer:

- Ric Cuming, R.N., M.S.N., Ed.D.(c), C.N.O.R., C.N.A.A., has been appointed the Chief Nursing Officer for Jackson Memorial Hospital.
- Indra Battle-Triana, R.N., M.S.M., has been appointed the Chief Nursing Officer for Jackson North Medical Center.
- Susan Williams, R.N., B.S.N., M.B.A., H.C.M., has been appointed the Chief Nursing Officer for Jackson South Community Hospital.
- Denese McGill-Clare, A.R.N.P., M.S.N., has been appointed the Chief Nursing Officer for the Holtz Children's Hospital and the JMH Women's Hospital Center.
- Debra Gordon Turbert, R.N., B.S.N., M.H.S.A., N.E.A.-B.C., has been appointed the Chief Nursing Officer for Ambulatory Services and Community Health.
- R. John Repique, R.N., M.S.N., has been appointed the Chief Nursing Officer for the Jackson Mental Health Hospital.

These appointments will strengthen nursing's presence within the health system, improve patient outcomes and meet one of the standards on our journey to nursing excellence.



PRACTICE COUNCILS:

| | |
|---|---|
| <p>Advanced Nurse Practice Chair: Charlene Christiano Facilitator: Ann-Lynn Denker</p> | <p>Professional Development Chair: Beth Hoopes Facilitators: Maureen McLaughlin & Nida Winnett</p> |
| <p>Communication Chair: Jasmine Lalanne Facilitator: Julie Mann</p> | <p>Recruitment & Retention Chair: Mercy Rodriguez Facilitator: Rosemarie Taylor</p> |
| <p>Nursing Cancer Chair: Keith Buehner Facilitator: Denese McGill-Clare</p> | <p>Research & Evidence-Based Practice Chair: Kathryn Ewers Facilitator: Debra Turbert</p> |
| <p>Nursing Informatics Chair: Donna Benjamin Facilitator: Gloria McSwain</p> | <p>Staffing Chair: Celeste Toomer Facilitator: Audrey Stewart</p> |
| <p>Nursing Theory Chair: Mercy Rodriguez Facilitators: Rosemarie Taylor & Ric Cuming</p> | <p>Standards Chair: Sharma LeGrande Facilitator: Susan Williams</p> |

STEERING COUNCILS:

| | |
|--|---|
| <p>Ambulatory Care Center Leader: Debra Turbert</p> | <p>Corrections Health Services Leader: Sonia Grannum</p> |
| <p>Emergency Services & Trauma Leader: Sylvia Rodriguez</p> | <p>Holtz Children's Hospital Leader: Maureen McLaughlin</p> |
| <p>Interventional Radiology Leader: Barbara A. Perez</p> | <p>Jackson Memorial Long Term Care Center Leader: Mike Damon</p> |
| <p>Perdue Medical Center Leader: Delia Rubio</p> | |
| <p>Jackson North Medical Center Leader: Andrew Sargent</p> | <p>Jackson South Community Hospital Leader: Susan Williams</p> |
| <p>Medical Surgical Services Leader: Sonia Levy</p> | <p>Mental Health Hospital Leader: John Repique</p> |
| <p>Ortho-Rehab-Neuro Leader: Nida Winnett</p> | <p>Perioperative & Cardio-Vascular Services Leader: Ric Cuming</p> |
| <p>Primary Care Centers Leader: Gloria McSwain</p> | <p>Women's Hospital Center Leader: Denese McGill-Clare</p> |

JHS DIRECTORS OF PATIENT CARE SERVICES 2008

- ✦ Indra Battle-Triana, R.N., M.S.M.
Jackson North Medical Center
 - ✦ Ric Cuming, R.N., M.S.N., Ed.D.(c), C.N.O.R., C.N.A.A.
Perioperative and Cardiovascular Services

Michael Damon, A.R.N.P., M.S.N.
Jackson Memorial Long Term Care Center

Sonia Granum, A.R.N.P., M.S.N., C.C.H.P.
Corrections Health Services

Julie G. Mann, R.N., B.S.N., M.H.M., C.N.A.A.
Medical Surgical Hospital Center
 - ✦ Denese McGill-Clare, A.R.N.P., M.S.N.
Women's Hospital Center

Maureen McLaughlin, R.N., M.S.N.
Holtz Children's Hospital

Gloria McSwain, R.N., B.S.N., M.H.M., C.N.A.A.
Cardiovascular and Neurosciences Services and North Dade Health Center

Mary-Keen Robinson, A.R.N.P., M.S.N.
(Acting) Mental Health Hospital

Delia J. Rudio, R.N.C., N.H.A., M.H.S.A., L.H.C.R.M., L.N.C.
Jackson Memorial Perdue Medical Center

Silvia Rodriguez, R.N., M.S.N., M.B.A.-H.A.
Emergency and Trauma Services

Rosemarie Taylor, R.N., B.S.N., Ed.D.
Education and Development
 - ✦ Debra Gordon Turbert, R.N., B.S.N., M.H.S.A., N.E.A.-B.C.
Ambulatory Services and Community Health
 - ✦ Susan Williams, R.N., B.S.N., M.B.A., H.C.M.
Critical Care Hospital Center

Nida O. Winnett, R.N., M.S.N., C.N.A.
Rehabilitation Hospital
- ✦ Directors of Patient Care appointed to the newly developed role as a site-specific Chief Nursing Officer in August 2008.

JACKSON NORTH MAGNET ACHIEVEMENTS FOR 2008

The staff of Jackson North Medical Center (JNMC) celebrated a year of achievements, activities and growth. JNMC nursing staff received recognition for furthering their education, participating in breast cancer, lupus, and heart walks as well as hurricane relief efforts.

Other unique initiatives were the hospital's participation in "A day in the life of a nurse" and "A taste of telemetry" cultural breakfast.

- The ICU celebrated their unit's success in reducing their unit-acquired pressure ulcer prevalence from 48% to 8%, well below the national median. The ICU team also celebrated receiving the team award for service excellence.
- The Jackson North Perioperative UPC received 2008 Nurse Week *Nursing Spectrum Award* for community service.
- The Ortho Neuro Rehab UPC – which include chairperson Cafronia Thomas, R.N., B.S.N., Olga Findlay, R.N., Patty Ellis, R.N., Mary Jacobs, R.N., and facilitator Amrita Hamsra, R.N., M.H.S.A. – identified timely answering of phones and patient call lights as their project. The goal was to have everyone answer the phone by three rings and reduce call light response time to three minutes or less.

The UPC acknowledged this was a difficult project, but well worth the effort as they were able to reduce times from an average of 4.9 minutes to 1.9 minutes. The UPC learned they could track times via the call light system, which was a surprise to all in attendance. The team plans to continue to educate staff, utilize the tracking system and monitor outcomes.

- Yolanda Nitti, R.N., M.S.N., was recognized for her work as the Magnet Activity coordinator for the past two years and passed the baton to Andrew Sargent, R.N., M.S.N. Andrew asked to have a staff nurse team with him for the next year with a focus on coordinating the steering council meetings and to assist with staff leader development.

Sandy Sears, Senior Vice President and CAO for JNMC, said, "Nursing is the core of everything we do, but we are a team and we cannot survive as a team without administration's top support, and you have that support from the top."

EXEMPLARY PROFESSIONAL PRACTICE

Exemplary professional practice develops in the practice environment at the bedside with the leadership of clinical staff.

MAKING A DIFFERENCE AT THE POINT OF CARE: NURSING EXEMPLARS



Award Winners: Erika Kimmel, R.N., Edith Perez, R.N., Shawnette Patterson, R.N., M.S.N., A.R.N.P., Elizabeth Joseph, R.N. Winner Cindy Magnole, R.N., is not pictured.

On July 9th at the Quarterly Shared Governance Advisory Council, nurses, administrators, UPC members and executives listened to exemplars presented by nurses on how they make a difference for patients, staff and families every day. Exemplars are compelling, credible stories, using comprehensible everyday language, describing everyday activities that make a difference. The stories are significant clinical examples or narrative descriptions of an incident that serves as a model of excellence in nursing practice.

EXEMPLARS ARE IMPORTANT BECAUSE THEY HELP TO EXPLAIN:

- why nurses are needed at the bedside
- the complexity of the simplest of nursing responsibilities
- why nurses are highly educated
- why nurses need resources to do their work

EXEMPLARS ARE “EXCELLENCE” MADE VISIBLE AND PROVIDE AN EVIDENCE-BASED ALTERNATIVE APPROACH.

- Erika Kimmel, R.N., Neurosurgical ICU, presented “Reflections through the Looking Glass.” Her story documented the care of a young man who suffered a severe traumatic brain injury.
- Edith Perez, R.N., Pedi Ortho Rehab, presented “The Reluctant Pioneer,” telling the story of how a nursing team learned from a patient how to provide humane and safe patient handling/lifting, making a difference in all of their lives.
- Shawnette Patterson, R.N., M.S.N., A.R.N.P., Associate Nurse Manager, Pediatric Transplant Surgical Unit, Holtz Children’s Hospital, presented an exemplar about rescuing an unstable teenager who had recently undergone a multivisceral transplantation.
- Elizabeth Joseph, R.N., Clinical Educator, Trauma 3A, presented her clinical experience about the challenges in rehabilitating a young pilot who had a back injury below C5, which meant that he would never be able to walk or have children. The staff facilitated a helicopter ride that would boost his progress.
- Cindy Magnole, R.N., Injury Prevention Coordinator, Emergency Care Center, submitted an exemplar, “A Pedi ED Wedding (treating a child with an unknown ingestion).”

NURSING QUALITY INDICATORS

The Jackson Health System has been a member of the Nursing Quality Indicators® (NDNQI®) since 2005.

The National Database of Nursing Quality Indicators® (NDNQI®) is a proprietary database of the American Nurses Association. The database collects and evaluates unit-specific nurse-sensitive data from hospitals in the United States. NDNQI presents the framework for nursing-sensitive performance measurement based on: **Patient-centered outcomes**, which include pressure ulcer prevalence, falls prevalence, falls with injury, restraint (wrist and limb) prevalence, urinary catheter-associated urinary tract infections for ICU patients, central-line associated blood stream infections for ICU patients and high-risk nursery patients, and ventilator-associated pneumonia for ICU patients and high-risk nursery patients and **System-centered measures**, which include the Practice Environment Scales-Nursing work index survey. These indicators are endorsed by the National Quality Forum (NQF) as they address the following aims of safe, beneficial, patient-centered, timely, efficient and equitable health care.

- Pressure ulcer prevalence and restraint prevalence is conducted on a quarterly basis on all adult units.
- Jackson South Community Hospital’s CCS Unit began collecting and benchmarking the three nosocomial infection indicators for ICU patients.
- The NDNQI Practice Environment Scales-Nursing work index survey was conducted for the first time in June 2008. The system had a 94% response rate, one of the largest samples of data in the nation.
- Jackson Health System registered nurses have a higher level of educated nurses at the bedside than the national average.

AVERAGE OF ALL COMPARISON UNITS IN ALL COMPARISON HOSPITALS

AVERAGE UNIT RN NURSING CERTIFICATION AND EDUCATION

| | % of RNs Reporting Basic RN Education in U.S. | % of RNs with National Certification | % of Unit RNs Reporting Highest Nursing Education | | | |
|--|---|--------------------------------------|---|--------|--------|-----------|
| | | | % Diploma | % ADN | % BSN | % MSN/PhD |
| Average of All Comparison Units in All Comparison Hospitals | | | | | | |
| Average of All Units in Your Hospital | 76 | 14 | 8 | 32 | 47 | 13 |
| National Comparative Information - All Hospitals | | | | | | |
| Mean | 91 | 20 | 12 | 38 | 46 | 5 |
| # of Units ² | 10,077 | 10,077 | 10,077 | 10,077 | 10,077 | 10,077 |

AVERAGE UNIT RN NON-NURSING EDUCATION

| | % of Unit RNs Reporting Highest Non-Nursing Degree | | |
|--|--|---------|-------------|
| | % AD | % BA/BS | % MS-MA/PhD |
| Average of All Comparison Units in All Comparison Hospitals | | | |
| Average of All Units in Your Hospital | 22 | 29 | 9 |
| National Comparative Information - All Hospitals | | | |
| Mean | 17 | 23 | 3 |
| # of Units ² | 10,077 | 10,077 | 10,077 |

PROFESSIONAL EXCELLENCE LUNCHEON:

A GREAT SUCCESS!

Jackson Health System supports and values its employees' personal and professional growth and development with an annual Professional Excellence Luncheon. Every year, JHS recognizes employees who have published in a professional journal, held office in a professional organization, graduated with a degree, earned a professional certification, or presented at a state or national conference. Applicants just need to apply.

This year the Professional Excellence Luncheon was held on November 19th. Eighty-five employees attended the event from diverse disciplines and practice settings including Nursing, Pharmacy, Nutrition, Finance, Perioperative Services, Mental Health, and many more.

The guest speaker, Ann-Lynn Denker, A.R.N.P., Ph.D., Magnet Project Director in the JHS Center for Nursing Excellence, provided a very informative speech on the progression of today's modern technology and rapid increase of information in our daily lives. A delicious lunch was enjoyed by all.

The achievements were commendable and show the strong commitment to improve both personally and professionally. Each applicant also received a recognition certificate personalized with their name.



EXEMPLARY PROFESSIONAL PRACTICE IS ALSO EVIDENT IN THE JHS NURSING LEADERSHIP.



Health Care Hero of the Year, Nursing Category

A highlight of 2008 was the naming of Chief Nursing Officer Jane Mass, R.N., M.S.N., N.E.A.-B.C., as winner of the Health Care Heroes award for nursing by the Greater Miami Chamber of Commerce. The annual awards honor individuals, institutions and programs, healthcare professionals and volunteers who, through their actions, have made an impact on the South Florida healthcare community.

APPOINTED TO THE STATEWIDE NURSING BOARD OF DIRECTORS

Ms. Mass was also appointed by Florida Governor Charlie Crist to the Board of Directors of the Florida Center for Nursing. The center focuses its efforts on addressing issues of supply and demand for nursing in Florida, including recruitment, retention, and utilization of nurse workforce resources. Her term will run until June 13, 2009.

EMPIRICAL QUALITY OUTCOMES

JHS nurses make improvements in patient care by tracking measurable patient care outcomes and identifying areas for improvement in individual units and departments. JHS is responsible for sharing and disseminating best practices within the entire organization and healthcare community.

MORE THAN 75 RNS AND NURSING INTERNS PARTICIPATED IN THE QUARTERLY PRESSURE ULCER SURVEY AT JACKSON MEMORIAL



On Thursday, March 27th, over 75 nurses and nursing interns took part in the quarterly Pressure Ulcer Prevalence Survey (PUPS). This very important effort resulting in seeing approximately 600 patients hospitalwide in the adult patient care areas. Overall, pressure ulcer prevalence was improved.

Looking to prevent for pressure ulcers, nurse participants made valuable contributions to quality care, making a difference for patients every day. They said:

- “A very educational experience”
- “Nice to meet nurses from other areas”
- “My team members were great, and we communicated well with each other.”
- “The survey was hard work but necessary.”
- “An eye-opening experience”
- “This is a great venture in curtailing the occurrence of pressure ulcers.”
- “I was able to distinguish different stages of pressure ulcers.”
- “Able to educate patients and their family members”
- “Increase the awareness of turning”
- “Thought that what I was doing will improve health”

SURVEY PARTICIPANTS:

Fertilize Absolu, WW12; Marie Antily, TR4; Antoine Emmanuele (intern), WW9; Audrey Ayres, SICU; Moises Barbosa, C6; Anaisa Barrios (intern) ERC; Wendy Bernard (intern), WW6; Ana Betancourt, WW7; Marlon Blanco, MICU; Lisa Bush, SICU; Valerie Cadet (intern), WW12; Rafael Camejo, MICU; Earline Campbell, Rehab 2; Rizaldy Carreon, WW11; Anne Chanaves (intern), SICU; Carol Coker, WOCN; Carole Dalhouse, WW6; Marie-Ange, TR 3B; Michelle Daniels, C6; Dorean DeArmas, TR Resus; Raisa Delgado, NW3; Wilvide Dominique (intern), WW14; Maude Exanthus (intern), SICU; Ana Fernandez, C6; Sandra Foo, CCU; Viralda Franco, WW10; Barbara Gonzalez, WOCN; Juan Gonzalez, WW7; Zenia Gonzalez, TICU; Camille Green, SW8; Armida Hall (intern), SICU; Mary Hays, Ward D; Nanci Henry, WW14; Gema Herrera (intern), WW11; Max Ibay, NSICU; Rose ajck (intern), WW12; Dorothey Jackson (intern), SICU; Velda Jean-Baptiste, NW3; Angela Johnson, TICU; Avis Johnson, SW 5; Linda Johnson-Lamb, WOCN; Beatriz Jolibois, SW6; Isabelle Joseph, C6; Kathleen Kenney, WOCN; Jennifer Lim, WW11; Jerlyne Lubin, SW8; Daylin Marquez (intern), TR3B; Solitude Payne, NW3; Arlen Polanco (intern), ERB; Daphne Poycarpe, CCU; Tiffany Presley, WW15; Lisseth Ramirez, WW9; Miraclesse Ramsay (intern), SICU; Grace Rennals, WW14; Belkis Rios-Noll (intern), SW8; Roslyn Royal, WW12; Diana Sabilon, SW6; Sabine Saintable, NSICU; Marie Salvant, Rehab 2P; Yvette Samuels-Jackson (intern), SICU; Mila Sencortic, WW5; Dawn Simmons (intern), WW9; Barbara Stewart, WW10; Gabriela SzpiHeigl (intern), SICU; Juana Thomas, SW 7; Julia Triella, WW15; Tatiana Toussaint (intern), SICU; Carol Tracey, TR3A

UNIT PRACTICE COUNCIL NEWS

The Juanita Mann/Liberty City UPC is on the move to improve clinical practice and outcomes at the center. The members are captured in the picture below.



From left to right: Tanya Thomas, Recorder (Back); Rollice Clarke, Security Guard (Back); Rhanshika Daniels, PCA (Back); Richard Dames, Acting Financial Supervisor, Chair (Back); Florenthia Bullard, Nurse 2 (Front); Paula Buissereth, Social Worker, Co-Chair (Front).

JACKSON LONG TERM CARE CENTER: SOUTH WING UPC

The South Wing UPC had noticed that many residents were being transferred to other facilities for surgical repair or removal of enteral tubes with mechanical failures. As a result, the facility lost money and residents' nutrition was interrupted.

The UPC embarked on a project to find out from best practices which tube was most durable and cost-effective to improve residents' care. They have been able to save money for the facility, improve residents' nutrition and quality of life, and prevent long waits in the ER from transfers.

UPCS' PROJECTS WITH GREAT OUTCOMES

January 16, 2008

North Wing 3..... Group Practice Implementation – Magnet Force
CAAP/SIPP Sustaining a Successful UPC

April 9, 2008

JN ICU UPC (Chair: Stella Aminov) Nursing Research Makes a Difference
SICU Nurse Practitioner Group EBP Research Presentations & Projects
SICU UPC Bringing Evidence-Based Practice to the Clinical Setting
WW12 & BMTU Infection Control: Decreasing Bloodstream Infections

October 8, 2008

JN Intensive Care Unit..... The Bottom Line: Decreasing Pressure Ulcers in the ICU
Utilizing RNAO Guidelines
JN Telemetry Decreasing Intravenous Infiltrations

NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS

Excellence and Expertise in Evidence-Based Practice Here in South Florida

**Joint EBP/Research Conference
January 7-11, 2008**

Jackson **Collaboration**

Jackson Memorial Hospital

MILLER
SCHOOL OF MEDICINE
UNIVERSITY OF MIAMI

Louis Calder Memorial Library

RNAO Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers autorisés de l'Ontario

This South Florida Winter Evidence-based Nursing Conference focused on nursing excellence and evidence-based practice. The content was designed for nurses in practice positions, for nurse researchers, for educators involved in curriculum planning, and for nurse administrators. The primary purpose was to provide a forum for advancing the goal of nursing excellence through bringing best evidence to the point of care. Opportunities were provided to develop linkages between best evidence and clinical practice/management to sustain quality outcomes for patients, nurses, and organizations.

HOLTZ CHILDREN'S HOSPITAL PROMOTES PATIENT/FAMILY-CENTERED CARE IN NEW FACILITIES



PICU staff joins the April 8, 2008, dedication of the new unit.



JHS nurses consistently integrate evidence-based practice and research into clinical practice. Unit Practice Councils explore patient care practices to develop safe, effective and caring best practices.

The newly expanded and renovated pediatric intensive care unit (PICU) at Holtz Children's Hospital — now called the Carnival Cares for Kids Center — will provide a family-centered environment and improve the pace at which care is delivered. The new, larger unit, which features state-of-the-art, life-saving technology in all of its 30 private rooms, was dedicated on April 8th. In addition, the unit will add two operating rooms and a cardiac catheterization lab specifically designed for pediatric patients.

A pediatric medical unit on the same floor was named the Miami Heat Home Court for Kids. A joint donation of \$2.5 million by Carnival Cruise Lines and the Miami Heat made these renovations possible.

The redesigned facility will help parents play a more active role in their child's treatment and recovery. The oversized rooms allow families to comfortably stay overnight with their ill child and also give patients and families more privacy.

ADVANCE FOR NURSES RECOGNIZES MEDICAL INTENSIVE CARE UNIT NURSES



Jackson Memorial Hospital's Medical Intensive Care Unit team of nurses, pictured above, was recognized in the April 28th Best Nursing Team issue of *ADVANCE for Nurses*, Florida edition, for the "Best in Improvement Initiatives" category.

"The MICU team is completely dedicated and focused on the experience of the patient and family while promoting evidence-based practice to enhance the outcomes of their patients," said Danny P. Ducello, R.N., CCRN, interim nurse manager of the MICU, who nominated the group for the award. "During the past two years, the team has been faced with infection and skin care challenges and rose to these challenges. Despite nursing shortages and increased stress, they have succeeded at decreasing the number of hospital-acquired infections and pressure ulcers and have embraced the 5 Million Lives Campaign. During this past year, the team also championed the creation and implementation of a rapid response team."

CARE-A-VAN CARES FOR THE COMMUNITY



Marie Michel, Case Manager, serving clients



*The Team: Driver/Health Care Associate
Joanna Aquino, Health Service Associate; Rafael
Feliciano, Driver; Iria Portals, PCA;
Laura Santacruz, ARNP*

The Jackson Care-A-Van is a mobile health care unit that provides access to care for many patients in the community at large. These patients generally do not have health insurance, are undocumented and have minimal economic resources. The Care-A-Van travels through Miami-Dade County and stops in North Miami Beach on Mondays, Hialeah on Tuesdays and Thursdays, Little Haiti on Wednesdays and Opa-locka on Fridays. Services include Pap smears, lab services, results of diagnostic procedures such as CT scans completed at JMH, immunizations, breast examinations, referral to specialists and physicals for work and school.

The staff include an ARNP, Laura Santacruz; two Health Service Associates, Joanna Aquino and Rafael Feliciano, who is also the driver; a Case Manager, Marie Michel; and a PCA, Iria Portals. They are dedicated and love their interaction with the community. As Iria Portals states, "I love the work, it's a challenge. You meet new people; it's convenient to the patients; and we also help out with E.R. follow-up. The community helps us out a lot. For instance, in Little Haiti the people from the community help us with translation and even refer other people to us."

Thanks to the Care-A-Van for the work they provide to much-needed access to health care for the community.



NURSING AT JACKSON HEALTH SYSTEM ACCOMPLISHMENTS FOR 2008

Just a partial list of the many additional accomplishments achieved by nurses in Jackson Health System in 2008:

- The Shared Governance structure has grown by leaps and bounds. More than 90 Unit Practice Councils (UPCs) have been chartered along with 15 Steering Councils.
- JHS and the UM School of Nursing and Health Studies sponsored an international conference on Evidence-Based Practice. The Nurse Executive Council received a report on the “State of Evidence-Based Practice,” which is alive and flourishing at JHS.
- Jackson South held a week-long Magnet Fair, spreading the message about our *Journey to Nursing Excellence*.
- JHS nurses participated in a research study on nursing stress and emotions in conjunction with researchers at the University of Florida.
- Holtz Children’s Hospital adopted and implemented Patient and Family-Centered Care.
- Holtz Children’s celebrated the dedication of a new state-of-the-art Pediatric Intensive Care Unit.
- A most popular class, “How to Run a Meeting,” was attended by facilitators and UPC chairs, promoting excellent meetings.
- The Professional Development Council sponsored a workshop on “Professional Nursing Advancement,” seeking to recognize clinical staff nurses for their professional achievements.
- Nursing Research Brown Bag Lunches were launched during 2008. JHS nurses presented their research projects and findings at these stimulating sessions.
- Cerner implementation (electronic medical record) has made great progress and is championed by the Nursing IT Council.
- JHS hosted students in “A Day in the Life of a Nurse” program, sponsored by the Nursing Consortium of South Florida, to help alleviate the nursing shortage.
- JMH Surgical Intensive Care initiated a “War on Infections” and declared a zero tolerance for hospital-acquired infections.
- JHS adopted “Group Practice” as the nursing practice model to maximize relationships and coordinate care to assure continuity of care.
- A team of 16 registered nurses attended the 12th ANCC National Magnet conference in Salt Lake City to help drive our *Journey to Nursing Excellence*.
- JHS staff nurses achieve a 97% participation rate in the NDNQI RN survey!
- UM/JM Burn Center received verification as a Center by the American Burn Association and the American College of Surgeons. Burn team physicians and nurses presented papers at the 21st Annual Southern Region Burn Conference.
- JHS implemented the Versant Residency program, designed to transition newly graduated RNs from students to safe, competent professional practitioners.
- The Medical-Surgical UPCs took charge and assured JCAHO readiness with a fair highlighting “Safety Standards.”
- Trauma ICU nurses traveled to Vienna, Austria, to present their research at the Sigma Theta Tau International conference.
- JHS hosted Taiwanese nurses to learn about critical care.
- JHS nurses published on numerous nursing topics including Evidence-Based Practice, critical care and military service.

- Nurse managers attended Mike Cohen’s leadership program, “What You Accept Is What You Teach,” improving skills in employee relations, conflict management and customer service.
- JHS was invited to present at the National NDNQI conference, “Successful Staff Engagement in the Survey Process.”
- JHS nurses respond to the emergency hurricane effort, assuring community and patient care safety.
- The JHS Standards Council strengthened the process with a new structure and charter.
- JHS nurses participated in certification programs and obtained certifications in their specialties.
- JHS Scholars program continued to partner with Miami-Dade College to prepare registered nurses.
- Thirty-one nurse leaders graduated in the 18-month JHS Leadership Fellowship program provided by the Health Care Advisory Board.
- JHS adopted “Relationship-Based Care” as the culture of practice. The theme, “Relationships Matter,” was introduced at Town Hall meetings.
- Advanced Practice Registered Nurses (APRNs) celebrate Advanced Practice Week by Excellence in Clinical Practice through research and best practices. APRNs throughout JHS formed the APRN Practice Council, in order to make decisions about their practice.
- Nurse managers and associate nurse managers attended a dialogue with Labor Relations staff in order to learn best practices in dealing with labor issues.

JACKSON CELEBRATES NATIONAL NURSES WEEK



*From left to right:
President Marvin O’Quinn; 2007 Excellence in Nursing Award Winner Michelle Johnson-Chen, R.N., B.S.N.; 2008 Excellence in Nursing Award Winner Cheryl Fleming, R.N., B.S.N.; PHT Board Member Georgena Ford, R.N.; Chief Nursing Officer and Senior Vice President Jane Mass, R.N., M.S.N., N.E.A.-B.C.*

In May, Jackson Health System recognized and celebrated its team of dedicated nurses during National Nurses Week. As is tradition here at JHS, nurses were nominated by their peers for several awards to recognize those who go the extra mile to offer compassionate care and inspire others to do the same.

Cheryl Fleming, R.N., B.A., was honored as “RN of the Year” for her work on ET 7A, the GYN/GYO unit. She was recognized for being “an innovative and extraordinary leader who has created one of the most successful Unit Practice Councils. She is extremely instrumental in motivating and inspiring others. Through her visionary style, she has persuaded others to become excited by change for improving patient outcomes.”

2008 Nurse Week Award Winners

Ambulatory Care Center



APN of the Year Patricia Calhoun
LPN of the Year Sharonda Thompson
RN of the Year Dina Nodora

Clinical Resource Management



APN of the Year Andy Gudwin
RN of the Year Shelly Garcia

Community Based Primary Care Centers



LPN of the Year Daniela Corvalan

Corrections Health Services



APN of the Year Shirley James
LPN of the Year Kenneth Mizell
RN of the Year Maria Raquel Gomez
Rookie of the Year Sharon R. Johnson

Critical Care



APN of the Year Robin Varas
RN of the Year Annette Morray
Rookie of the Year Elizabeth Hatcher

Education & Development



RN of the Year Beatriz Valdes



Emergency Care Center



APN of the Year Audrey Roberts
RN of the Year Denise Montfleur
Rookie of the Year Tara Loughlin

Holly Children's Hospital



LPN of the Year Maria Thompson
RN of the Year Robert Winchester
Rookie of the Year Diane Espinosa

Jackson Memorial Long Term Care Center



APN of the Year Yvonne Martin
LPN of the Year Stacy Malcolm
RN of the Year Pauline Bailey
Rookie of the Year Jacqueline Sweeney

Jackson Memorial Perdue Medical Center



LPN of the Year Charon Moss
RN of the Year Ernestina Tondama

Jackson North Medical Center



APN of the Year Teresita Bongato
LPN of the Year Sigi Cramer
RN of the Year Mary Jacob

Jackson South Community Hospital



APN of the Year Julia Dean
LPN of the Year Media Perez
RN of the Year Althea Warrell
Rookie of the Year Yade Gaoet

Medical-Surgical Hospital Center



LPN of the Year Elizabeth Choate
RN of the Year Rose Ledan
RN of the Year Helen Boidice
Rookie of the Year Raul Metzoso
Rookie of the Year Aynne Perez

Mental Health Hospital Center



LPN of the Year Eugenia Barberena-Bueso
RN of the Year Maria Dominguez

North Dade Health Center / School Clinics



LPN of the Year Shree Ambrister
RN of the Year Marcia Drane

Perioperative Service



APN of the Year Odiane Medaclar
RN of the Year Laura Harris

Rehabilitation Services



APN of the Year Maria-Ines Oliveira
LPN of the Year Mishell Warner
RN of the Year Germaine Blernur

Specialty Areas



APN of the Year Becky Angot
RN of the Year Sandra Ayash

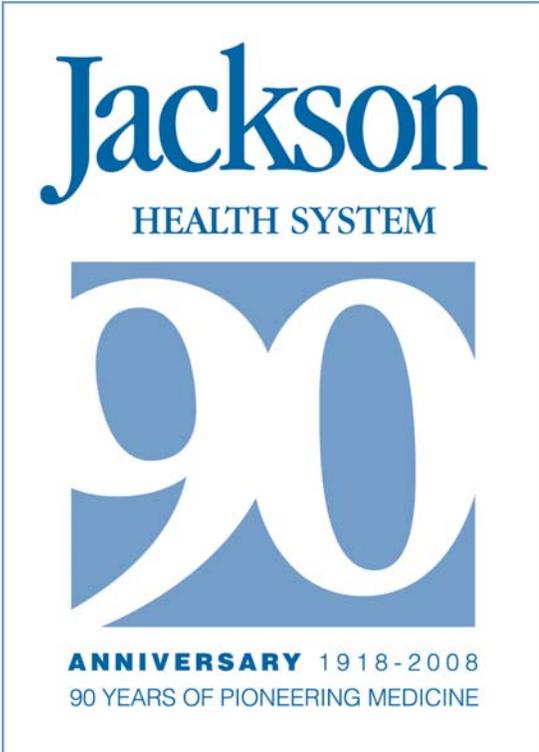
Women's Hospital Center



APN of the Year Jeannine Morris
LPN of the Year Restie Calderon
RN of the Year Cheryl Fleming
Rookie of the Year Louline Saint Charles



SEEN AT THE 90TH ANNIVERSARY CELEBRATION



A NEW LOOK — A NEW NAME



Inaugurated on May 30, 2007, THE STAR electronic newsletter, by nurses and for nurses, is published weekly. THE STAR serves to broadcast nursing's JOURNEY TO EXCELLENCE across the Jackson Health System to all.

In 2008, the ever-evolving publication took on a new look with a new name and distinctive logo identifying nursing excellence.



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