

**MEMORIAL HERMANN KATY HOSPITAL
NURSING ANNUAL REPORT
FY22: JULY 1, 2021 - JUNE 30, 2022**



**MEMORIAL
HERMANN**
Katy

Message from the Vice President and Chief Nursing Officer

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

I am honored to share with you the 2022 Memorial Hermann Katy Hospital Nursing Annual Report that highlights the many amazing accomplishments of our nursing team. This year, our report includes exemplars of nursing excellence, outstanding achievements in nursing and reflections on our contribution to nursing professional practice.

At Memorial Hermann Katy, we empower our nurses on the frontline to engage in the assessment, deployment, learning and integration of high-quality patient care through our shared governance model of nursing. As we serve the fast-growing Katy community, we strive to provide outstanding care to a very diverse population of patients while we continue to align our priorities with our organization's strategic planning process. Through our culture, we promote learning, evidence-based practice and recognition of excellence.

This past year has been one of the most challenging years in the history of health care. Nurses have been at the forefront of promoting health, advocating for patients and advancing the science of how we delivered care during the COVID-19 pandemic. Since my first day as CNO of Memorial Hermann Katy, I have witnessed how our nurses have been innovative and resilient during the most difficult of times. The stories shared in this nursing annual report demonstrate the dedication of our nurses to devote themselves to the welfare of those committed to their care.

In February of 2022, we affirmed our commitment to nursing excellence through the submission of our first application for the Magnet® Recognition Program. Many of the stories in this annual report have been taken directly from our submission to the American Nurses Credentialing Center (ANCC), and they demonstrate how our nurses continue to raise the bar and execute on our nursing strategies. Each story reveals our commitment to our mission to **BE the Difference: Every Patient. Every Person. Every Day.**

It is an honor to serve with a nursing team that lives our core values of *compassion, courage, credibility and community* in all that we do. I hope that you enjoy reading about the individuals who make Memorial Hermann Katy an amazing place to work and receive care. Thank you for your continued support.

Yours in nursing,

Leah Blackwell



Leah Blackwell, MSN, MBA, RN, NEA-BC
Vice President and Chief Nursing Officer
Memorial Hermann Katy Hospital



About Our Nurses



620

Number of Nurses



26%

Percentage of Nurses with Professional Certification



50

Number of PNAP Participants



78%

Percentage of Nurses That Are BSN-Prepared



262

Number of RNs with 10+ Years' Experience



2

Number of Research Projects



23

Nurse Residents and Nurse Fellows

Memorial Hermann Katy Hospital Nursing Shared Governance Model

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

Nursing Mission

We will advance health by providing the highest level of compassionate and patient/family-centered care through exemplary professional and caring practices.

Nursing Vision

The mission of nursing at Memorial Hermann Katy Hospital is to provide exceptional outcomes and to continue to **BE the Difference: Every Patient. Every Person. Every Day.**

Nursing Professional Practice Model

Our professional practice model influences how we advance health and the nursing practice through leadership, teamwork, professional practice, patient-centered care, resources and outcomes driven to support our nursing mission, vision and values. Within this framework, nurses at Memorial Hermann Katy display commitment to advance the health of our Katy community and the surrounding area.

Memorial Hermann Katy's model for nursing practice is based on the knowledge that individuals are complex, whole persons with the right and the responsibility to make informed decisions about their care. Nurses at Memorial Hermann Katy utilize an organized, systematic process of identifying patients' needs and determining ways to meet those needs.

Our model gives our nurses and potential nurse recruits an understanding of how we support nursing care, how we set strategic goals and how we design our clinical supports. It also establishes an environment where nurses can provide innovative, quality care. Within that environment, the professional nurse stabilizes patients, serves as the patient's advocate, serves as the coordinator of care to ensure consistency and defines how the plan of care will be carried out.

As part of the Nursing Professional Practice Model, we support the Memorial Hermann Katy culture to **BE the Difference: Every Patient. Every Person. Every Day.**



Memorial Hermann Katy Hospital Nursing Shared Governance Model



Nursing Shared Governance Structure

For decades, research has shown that quality outcomes are linked to bedside nurses being empowered to make decisions that directly affect patient care. The Nursing Shared Governance Structure at Memorial Hermann Katy is aimed at putting decisions about nursing professional practice in the hands of nurses at the bedside. Nurses at Memorial Hermann Katy are involved in decision making throughout the patient's hospital experience by involvement in establishment of the patient's plan of care and input during our interdisciplinary team process. Nurses are valued and equal mem-

bers of the patient care team, as you can see in our Nursing Shared Governance Structure. Memorial Hermann fosters an environment that enables you to continue your growth and professional development.

Our Nursing Shared Governance Structure consists of nursing-led committees and councils that focus on nursing quality outcomes, nurse staffing and nurse-led hospital initiatives and programs.

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.

Improving the Cesarean-section (C-S) SSI rates

Cherylann Vaillancourt, MSN, MHA, RN, NEA-BC,
Director of Patient Care, Women's and
Children's Services
Sarah Pretzsch, BSN, RN,
Clinical Manager of Labor & Delivery
Kat McCorkle, BSN, RN,
Clinical Manager of the Family Life Center

Safety and quality care are a priority at Memorial Hermann Katy. Nursing Shared Governance provides the opportunity for clinicians to make a direct impact on various areas, including areas of surgical site infections (SSI).

In an effort to improve the Cesarean-section (C-S) SSI rate at Memorial Hermann Katy through organizational decision making, a multidisciplinary taskforce consisting of administration, surgeons, nurses and ancillary departments was created.

Utilizing a Plan, Do, Study, Act (PDSA) methodology, the task force, spearheaded by Women's Services, met weekly and partnered with Surgical Services and Infection Prevention to create a process to improve SSI rates.

PDSA rapid cycle No.1 was planned and implemented in January, February and March of 2021. The average C-S SSI rate in the postintervention period reflected a 53% reduction in comparison to the pre-intervention period.





Adding a Mid-Shift RN at the CCC

Leah Blackwell, MSN, MBA, RN, NEA-BC,
VP & CNO

Dale Kestory, MSN, RN, CEN, Manager of Katy CCC

John Grillo, BSN, RN, CEN at Katy CCC

Jim Tidwell, ADN, RN at Katy CCC

Evin Whitson, BSN, RN at Katy CCC

As census numbers at the Memorial Hermann Convenient Care Center (CCC) in Katy continued to increase, it became more challenging for staff to ensure positive patient experiences. The CCC contains an Emergency Center that is overseen by Memorial Hermann Katy's Director of Emergency Services.

In March 2021, the CCC team sought to improve their HCAHPS top box score, the sum of percentages for the highest possible rating on a customer satisfaction survey, for *nurses treat you with courtesy and respect*. In the meantime,

Leah Blackwell, MSN, MBA, RN, NEA-BC, Vice President and Chief Nursing Officer (CNO), conducted her monthly "Cup of Joe with the CNO" meeting, in which staff have the opportunity to discuss operational issues with their leaders, at the CCC. At this meeting, the CCC nursing staff identified an opportunity for additional staffing resources given the census fluctuations throughout a 24-hour period.

From here, CNO Blackwell met with the Director of Emergency Services and they reviewed overall CCC census data, census by time of day, time to treatment and length of stay. The option of adding a clinical nurse position during the busiest time of day was approved.

Once this position was filled, the average top box score resulted in a 13% increase over the pre-intervention time period.

Structural Empowerment

Create a positive culture of open and effective communication with collaborative members of the healthcare team. Facilitate quality patient care with education and empowering nurses to invest in personal and professional commitment to the organization and the community.

Empowering Nurses to Apply Evidence-Based Practices into the Bedside Care

In the spring of 2021, responding to feedback from clinical nursing staff, Director Glenn Gilbert, MSN, MPPM, CCRN, NEA-BC, tasked the unit based shared governance council (UBC) in the IMU at Memorial Hermann Katy with reviewing and updating documentation standards and expectations for the IMU. The council regularly reviews unit outcome data, including patient experience, and noted an opportunity to improve HCAHPS scores for the Nurse Communication domain.

The UBC chair, clinical nurse Adam Thompson, BSN, RN, is a member of the American Association of Critical Care Nurses (AACN). As a member, he reviews AACN publications related to standards of practice for step-down units. Many nurses in the IMU are also members, and often

refer to AACN publications for evidence-based care. The IMU council met to review AACN patient care and documentation standards and develop recommendations for the unit.

The clinical nurse council members identified the evidence-based elements of minimum charting standards from the AACN. They used these standards to draft a charting protocol that would serve not only to standardize documentation, but also to reduce redundant charting, thereby allowing nurses to spend more time with the patient at the bedside.

After the proposed documentation standards were approved and implemented on the unit, the average top box score for *nurses listen carefully* in the post-intervention period showed a 50% improvement over the pre-intervention time period.





Memorial Hermann Katy Professional Nursing Certification Rates

Memorial Hermann Katy’s Nursing Strategic Planning set a goal to increase the percentage of eligible registered nurses (RNs) with a professional nursing certification by 3% over two fiscal years (FY2020 and FY2021).

Managers, directors and educators emphasized the importance and benefits of the certification. Certification gives the nurse recognition in their specialty unit but also increases their knowledge and financial benefits by counting toward Memorial Hermann’s Professional Nursing Advancement Program (PNAP) and clinical ladder.

Nurses were also reminded of the resources available to help achieve their certification. A popular resource is the ANCC’s Success Pays® program. Through this program, exam fees for ANCC-sponsored certifications are pre-paid by the hospital, easing the financial burden for nurses. In addition, certification is an element in PNAP, Memorial Hermann’s nursing career ladder, and can contribute to career advancement.

By the end of FY2021, Memorial Hermann Katy exceeded its goal to increase the percentage of eligible RNs with professional nursing certification by 3% over two years (FY2020 and FY2021).

Advancing Nursing Degrees—BSN Rates

Memorial Hermann Katy’s Nursing Strategic Planning set a goal to increase the percentage of its registered nurses (RNs) with at least a bachelor’s degree in nursing (BSN) or a higher level degree by 3% over two fiscal years. This goal included both clinical nurses and those in leadership roles.

Managers, directors and educators emphasized the importance of obtaining a BSN degree and increased awareness among staff of the Memorial Hermann tuition reimbursement program. Many of the nurses who earned a BSN or higher degree have taken advantage of this resource.

By the end of the two-year period, Memorial Hermann Katy had exceeded its goal of 3% for RNs who have at least a BSN or higher degree.

Exemplary Professional Practice

Strive to promote exemplary professional practice by collaborating with physicians, nurses, patients and communities to identify health care needs, using resources to deliver high-quality patient care and achieve operational excellence while advancing health outcomes.

Removing Discharge Barriers

Memorial Hermann Katy established late shift leader (LSL) rounding as an opportunity for leaders (manager and above) to connect with staff who work evening and night shift to identify areas of opportunity as well as recognize staff for the great work they do.

In the fall, during LSL rounding with the cardio-pulmonary team, the Director of Perioperative Services learned about potential opportunities for improving Post-Anesthesia Care Unit (PACU) discharge timelines as they pertained to patients needing home oxygen therapy evaluations.

To expedite the oxygen therapy evaluations, the Perioperative Services Director partnered with the Clinical Support Services Director to facilitate additional nursing education and training which subsequently decreased the time needed to discharge patients from the PACU.

In the post-intervention time period, the average length of stay decreased by 13% from the pre-intervention period.

Improving COVID-19 Communication with a “Kin Card”

CNO Leah Blackwell, MSN, MBA, RN, NEA-BC
Cath Calland, Director of Patient Relations
Jeanne Williams, MSN, RN, CMSRN
NE-BC, Jessica Barber, BSN, RN, CMSRN
Nursing Projects Manager Valerie Howell, MS, MBA, RN, NEA-BC

At times throughout the COVID-19 pandemic, patient visitation was restricted. Patients communicated with family and significant others via phone, video-enabled calls and email.

In response to the challenges this reality created an opportunity to develop a plan to support communication with families during COVID-19 surges. An “intake” form was created to capture all of the contact names, numbers and details the patient and family wanted staff to know, as well as a summary of the patient’s day to communicate to the person the patient had designated to receive that information.





COVID-19 Response

As we settled into the new year of 2020, things quickly shifted. In February, Harris County was sadly introduced to the pandemic. Our county had one of the first COVID-19 patients identified and publicly reported in the state.

Memorial Hermann Katy sits in the northwest corner of Harris county, and received its first COVID-19 patient in late February. By March 2020, the first major surge of the COVID-19

pandemic had reached record numbers. For the first time, our hospital had more patients with the COVID-19 virus than any other condition. To address the needs of these patients, clinical and administrative leadership teams worked together to redesign care protocols and resources that would be vital to delivering safe and quality care during a pandemic. Below are some of the changes that were implemented.

Organizational Change

Frequent communication

COVID-19 dedicated units

Set up ED tent to manage surge

Established a family call center

Developed “protected Code Blue” process

Strategic Organizational Change

Team-based nursing

“Angel” nurses

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 Nursing Winners 2020-2021

The DAISY® (Diseases Attacking the Immune System) Award is an international recognition program that honors and celebrates the skillful, compassionate care nurses provide every day. The DAISY Foundation was established by the family of J. Patrick Barnes after he died from complications of Immune Thrombocytopenia (ITP), an autoimmune disease, in 1999. After his death, they felt compelled to acknowledge and thank nurses in a very public way. The DAISY® Award is presented each month to recognize the skill and compassionate care that exemplifies the kind of behaviors that our patients, their families and our staff recognize as an outstanding role model.

Our Hospital's 2020-2021 Honorees:

- Rachel Grinestaff, RN, CMSRN, IMU
- Earl Robin, RN, ICU
- Darhiel Dumapat, RN, ED



Team Daisy Winner:

- Case management



DAISY® Nurse Leaders Award Winner 2020-2021

For over 20 years, The DAISY Foundation has been recognizing the compassion and skill of direct care staff. The executive leaders, middle managers, educators and preceptors who supervise these outstanding nurses often do not consider their roles as eligible for The DAISY Award. However, they fully support recognition for their direct care staff as they deeply appreciate and respect the care that staff nurses provide. These leaders also understand the value of celebrating the impact staff has on patients and their families through ongoing, meaningful recognition.



Our Hospital 2020-2021 Winner:

- Shelley Moseley, MSN, RN, NE-BC, Director of Acute Care Services



MEMORIAL HERMANN KATY HOSPITAL

A photograph of a red and white helicopter with 'Life Flight' written on its side, flying against a dramatic sunset sky. Below the helicopter, the Memorial Hermann Katy Hospital building is visible, with its name on the facade. The scene is illuminated by the warm, golden light of the setting sun.

Celebrating 40 Years
of Caring for Our Community

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23900 Katy Freeway
Katy, TX 77494