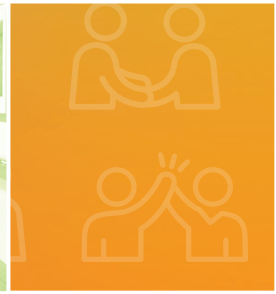


2022

NURSING ANNUAL REPORT



**YOU
MAKE A
DIFFERENCE**



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NCH NURSES MAKE A DIFFERENCE



“ As a nurse, we have the opportunity to heal the mind, soul, heart, and body of our patients, their families, and ourselves. They may forget your name, but they will never forget how you made them feel. ”

- Maya Angelou

NURSING MISSION

Our mission is to provide compassionate, safe, quality care embracing the unique needs of patients and their families in our community.

NURSING VISION

Our vision is to be the preferred destination for nursing services while providing compassionate quality care to our patients.

NCH NURSING PROFESSIONAL PRACTICE MODEL



Nurses Care Here

A professional practice model (PPM) describes how registered nurses practice, collaborate, communicate, and develop professionally to provide the highest-quality care for those served by the organization. PPMs are representative of key elements that are the foundation for quality nursing practice. At NCH, the PPM was imagined and developed by our nurses and represents the vital role nurses have in delivering evidence-based, high-quality care in a shared governance environment. The patient, family and overall community which nurses serve is at the core of the schematic framework. The NCH PPM integrates Dr. Jean Watson’s Theory of Human Caring that places nursing at the heart of healing, and illustrates the values of innovation, teamwork, and collaboration. Our nursing PPM provides a blueprint for the delivery of patient care and illustrates the alignment of nursing practice to the elements essential to successful outcomes across the continuum.

NCH NURSING CARE DELIVERY SYSTEM

A Nursing Care Delivery System (CDS) defines the way we use our nursing values to care for our patients, families, colleagues, and selves.

“At NCH, our nursing care delivery system identifies and defines the professional nurse’s accountability and authority for clinical decision-making and patient outcomes.”

ANA (2021) Scope and Standards of Practice provides the foundation for our care delivery system at NCH. Our nursing care is rooted in the American Nurses Association Nursing Professional Scope of Practice (who, what, where, when, and why), Standards of Care, Code of Ethics and through professional development.

Patient- and family-centered care is central to our professional practice and defines how nursing care is delivered—the resources required and the expected outcomes (American Nurses Association, 2021; ANCC Magnet Application Manual, 2021). The nurse-patient relationship is central to practice as it is through this relationship that we learn about patients’ unique response to illness, what’s most important to them and how to keep them engaged in the healing process. This guides our clinical judgment and is respectful of their human dignity and concerns.

Our CDS is an extension of the PPM and represents the delivery of nursing care at NCH. The CDS is depicted in a Delta symbol, which is the fourth letter in the Greek alphabet. It represents change with “nurses” at the highest stable point, and “care” (how nurses provide care) and “environment” (where nurses provide care) as the foundation.

INSPIRING WORDS FROM THE CNE



As we reflect back on 2022, I want to take this opportunity to thank all of you for your hard work and dedication to patient care. Your commitment to our patients and their families has not gone unnoticed and it is truly inspiring.

“ **The nursing profession is one of the most critical and demanding fields in healthcare, and your tireless efforts have made a significant difference in the lives of so many people.** ”

In the face of challenges posed by the pandemic as well as a category four hurricane, you have demonstrated remarkable resilience and adaptability. You have worked tirelessly to ensure the safety and well-being of our patients, even when it meant putting your own health at risk and putting your own personal needs aside. You have shown immense courage, compassion, and professionalism throughout and for that, I am eternally grateful.

The achievements of our nursing staff in 2022 have been truly remarkable. You have demonstrated excellence in every aspect of your work, from clinical expertise to leadership and innovation. Your contributions have helped improve patient outcomes, enhance patient experiences, and drive organizational success.

I am proud to lead such an exceptional team of nurses, and I want to thank every one of you for your commitment to nursing excellence. You are the backbone of our healthcare organization, and I am honored to work alongside you.

As we move forward, I am confident that together we will continue to drive innovation, excellence, and compassion in healthcare. Thank you again for your incredible work, and I look forward to another year of success in 2023.

Sincerely,

Gina Teegarden, RN, BSN, BHA, MBA, CENP
Chief Nursing Executive

INSPIRING WORDS FROM THE CNO



As I look back at 2022, I want to take a moment to acknowledge and commend the incredible resiliency that each and every one of you has shown in the face of unprecedented challenges. The pandemic has tested our healthcare system like never before, but you have stepped up to the plate with courage, compassion, and a steadfast commitment to providing exceptional care to our patients.

Your tireless efforts have not gone unnoticed. You have had a significant impact on our community and at NCH Healthcare System as a whole.

“Your dedication to excellence and your unwavering commitment to our patients is a testament to the extraordinary work that you do every day.”

Inside this annual report are only a few examples of the excellence that abounds in these halls. The pride is visible in the photos and the outcomes we have captured. As we look to the future, I am confident that we will continue to overcome any obstacles that come our way, with your commitment to excellence and patient-centered care.

Thank you for all that you do, and for making a difference in the lives of those we serve.

Sincerely,

**Ilia Echevarria, PhD, MS, RN, CCRN-K,
NEA-BC, CENP, CHES**

Chief Nursing Officer

INSPIRING WORDS FROM THE CEO



I would like to take this opportunity to express my deepest gratitude to each and every one of you for the invaluable contributions you have made to our organization over the past year. You have all demonstrated an unwavering commitment to providing exceptional care to our patients, and your dedication and hard work have not gone unnoticed. The pandemic has brought unprecedented challenges to the healthcare industry, while Hurricane Ian brought unprecedented challenges to our region, and still, you have risen to the occasion with courage, compassion, and resilience.

As the backbone of our healthcare system, you have been on the front lines of the COVID-19 pandemic, providing critical care and support to our patients during a time of unprecedented challenges. Your tireless efforts have undoubtedly made a significant difference in the lives of those you have cared for, and we are proud to have you as part of our team.

“Your professionalism, compassion, and resilience are truly inspiring, and we could not ask for a more dedicated group of healthcare professionals.”

I want you all to know that your hard work and contributions are valued and appreciated, and we will continue to support you in every way possible.

Thank you once again for all that you do. Your commitment to our patients is a testament to your unwavering commitment to providing the highest level of care possible.

Sincerely,

Paul Hiltz, FACHE
President & CEO

INSPIRING WORDS FROM THE COO



In 2022, NCH joined the community of organizations powered by Epic across the world and it is clear that our success would not have been possible without your tireless efforts.

The EMR transition has been a significant undertaking for our organization, and it is thanks to your professionalism and commitment that we have been able to accomplish this major milestone that will forever be marked in NCH history.

Your willingness to adapt to new technology, learn new workflows, attend trainings, and provide feedback has been invaluable.

“ I am confident that with your ongoing support, we will continue to provide the highest level of care to our patients. ”

I thank you for your hard work and dedication to our organization.

Sincerely,

Jon Kling, RN

Chief Operations Officer

NURSING LEADERS



**Gina Teegarden,
MBA, BHA, BSN, RN**
Chief Nursing Executive



**Ilia Echevarria,
PhD, MS, RN, CCRN-K,
NEA-BC, CNEP, CHES**
Chief Nursing Officer



**Kristin Miller MSN, RN,
CVRN-BC, GRN, CDP**
Administrative Director Inpatient
Services Baker Campus



**Nicole Bishop-Tregea,
RN, BSN**
Administrative Director Inpatient
North Naples Campus



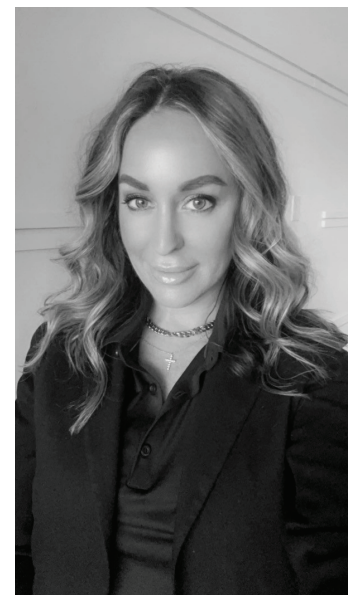
**Christopher Raphael,
RN, MSN, CCRN-K, NE-BC**
Administrative Director of Critical
Care, Patient Flow, Staffing
Resources and Dialysis



**Jenni Lash, DNP, MSN,
NEA-BC, CNM, ARNP**
Administrative Director



**Caitlin George,
BSN, RN, CEN**
Interim Administrative Director
for Emergency Services



**Nicole Mascolo,
MHA, RN, CCRN, CPN**
System Executive Director
for Surgical Services



PROFESSIONAL PRACTICE

FLORENCE NIGHTINGALE

When Florence initially told her parents, Frances Nightingale, and William Shore Nightingale, that she wanted to be a nurse, they forbade her to pursue nursing. Yet, she overcame everything life threw at her—from her parents’ disapproval to the terrible conditions of the war hospitals, and returned with grace, charity, and hospitality. Florence Nightingale went on to become the founder and mother of modern nursing, of professional nursing and is remembered for showing people that nursing was a very important job.

PROFESSIONAL NURSING

Professional nursing holds a unique place in the American health care system. As members of the largest health care profession, nurses work in diverse settings and fields and are frontline providers of health care services. Working independently and with other health care professionals, nurses promote the health of individuals, families, and communities. Nurses are critical links in maintaining a cutting-edge health care system.



CORE VALUES OF NURSING

Nursing is a profession rooted in professional ethics and ethical values, and nursing’s professional performance is based on such values. Core values of nursing include altruism, autonomy, human dignity, integrity, honesty, and social justice. For the 20th consecutive year, over 80% of Americans have rated the nursing profession as having the highest levels of honesty and ethics (Gallup, 2022).

NCH nurses put caring first through a philosophy of clinical care that emphasizes quality, safety, interprofessional collaboration, continuity of care, and professional accountability.



QUALITY

It's no secret that the COVID-19 pandemic created unforeseen challenges and has forced every industry to innovate and adapt to survive; and the healthcare industry is certainly not an exception. In today's environment, it is essential that healthcare organizations devise creative ways to meet the needs of internal and external customers.

The FY 2022 Strategic Plan emphasizes several key initiatives and tactics that impact the provision of quality-driven and safe patient care services. For example:

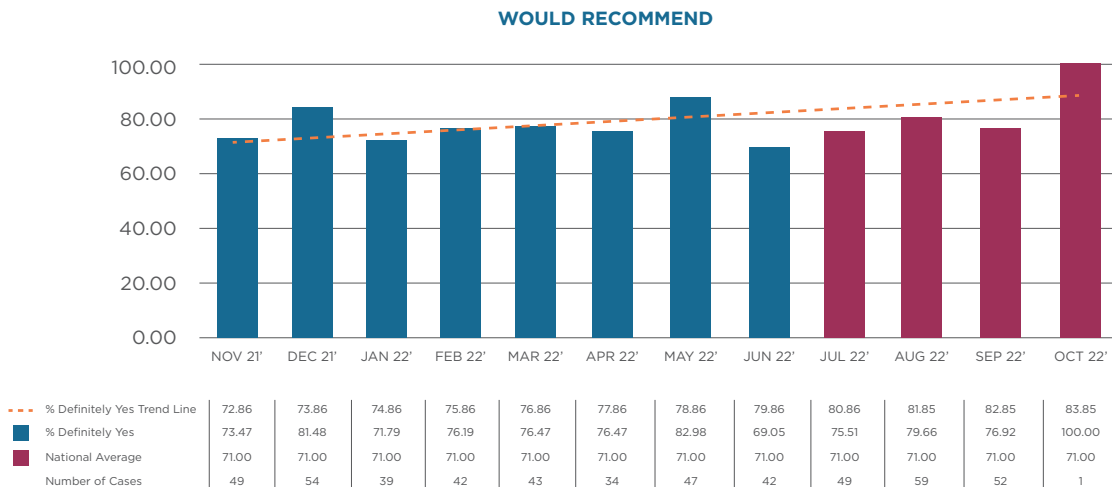
- Provide consistent, high-quality, effective and reliable care to become a top 100 Hospital.
- Establish a comprehensive “red carpet” experience around the consumer’s journey.
- Ensure the highest level of safety, eliminating preventable harm.

In 2022, the Quality Department launched multiple interprofessional activities to enhance patient outcomes including the patient experience. One such initiative was the Phase 2 of Always Above and Beyond.

The Always Above and Beyond initiative was launched in August 2022 with the overarching goal of providing care that exceeds the expectations of NCH patients, each and every time. The seven interactive modules maintain the focus on quality patient care with an exceptional experience to ensure taking care of patients is at the core of everything we do. Program participants included 822 leaders and employees from multiple departments including nursing, transport, Environmental Services, and therapy services.

After attending the Phase 2 of Always Above and Beyond, leaders worked with their staff to implement activities geared towards improving patient outcomes including the patient experience. NCH witnessed great strides in improved patient experiences in our Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey publicly reported measure of patients’ perceptions of their hospital experience.

Naples, FL - NCH - HCAHPS Plus (Phone/Web) Global Ratings HCAHPS composite data for Women's & Children by Month. Showing All Interviews, and comparisons are against the Hospital Compare normative database



AWARDS

HEALTHGRADES AWARDS

Healthgrades awards tell you which hospitals deliver superior quality care. In 2022, NCH was proud to be the recipient of the Gynecologic Surgery Excellence Award™ as well as the 2022 Labor and Delivery Excellence Award™ from Healthgrades, the leading marketplace connecting doctors and patients, for the fifth year in a row.



LEAPFROG RATINGS

In 2022, NCH Baker Hospital and NCH North Naples Hospital received an “A” Leapfrog Hospital Safety Grade. This national distinction recognizes achievements in protecting patient safety and reducing avoidable harm.

“**The “A” grades from Leapfrog Group are confirmation that our dedication to ensure a safe hospital environment for our patients is being noticed nationally.**”

- Carlos Quintero, MD,
Chief Quality Officer, NCH Healthcare System



STROKE RECOGNITION

AHA “Get with The Guidelines - Stroke Gold Plus Achievement Award with Target: Stroke Honor Roll Elite Plus”

NCH Healthcare System received the American Heart Association/American Stroke Association’s Get With The Guidelines®- Stroke Gold Plus Achievement Award with Target: StrokeSM Honor Roll Elite Plus. The award recognizes the hospital’s commitment to providing the most appropriate stroke treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.



THE JOINT COMMISSION

On September 16, 2022, NCH had a recertification survey from The Joint Commission for the Total Knee and Total Hip joint replacement program. NCH obtained the Disease Specific certification with no outstanding deficiencies. The surveyor identified a long list of strengths:

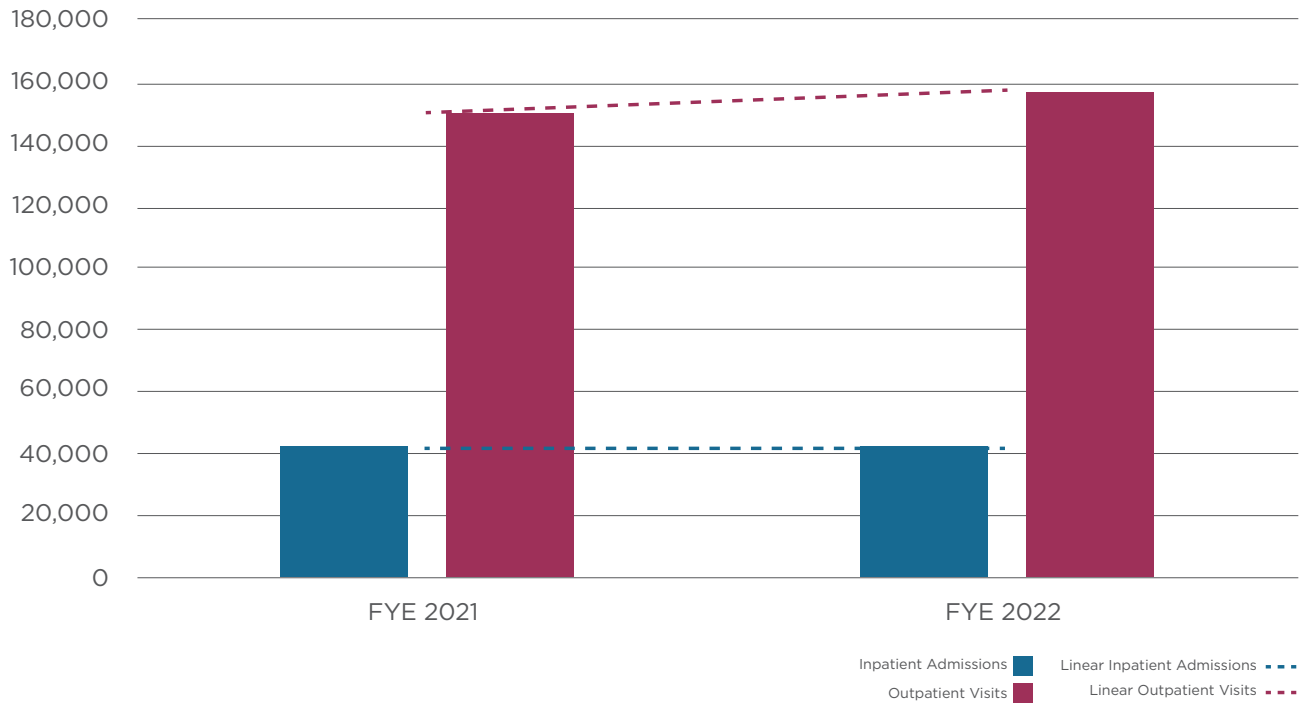
- Unified support of our patients
- Strong patient and staff education
- Consistency of our preventative programs such as fall prevention, hand offs and time outs
- Progressive Performance Improvement programs
- Standardization of processes
- Commitment to Early Recovery after Surgery (ERAS) program
- Striving to discharge patients to their homes and reducing length of stay
- Staff engagement
- NCH is a Joint Commission designated Thrombectomy-Capable Stroke Center
- NCH is a Joint Commission designated Primary Stroke Center



GROWTH: SHIFT TO OUTPATIENT

The movement to outpatient healthcare services was predicted to be about 3 percent a year. At NCH, we saw an increase of over 7,000 outpatient visits in 2022.

INPATIENT ADMISSIONS AND OUTPATIENT VISITS COMPARISON



FY 2022 RECRUITMENT

The National Academies of Sciences, Engineering, and Medicine (2021) predicts that the FTE RN Workforce will increase by 1.2 million, that there will be a growing demand for LPN/LVNs, and that the APRN/NP workforce will double by 2030. NCH continues to focus on recruiting, retaining and growing top talent. Several of the key tactics in the FY 2022 Strategic Plan are geared towards the future of nursing. For example:

- Develop and implement leadership programs for clinical and administrative leaders at all levels.
- Decrease annualized turnover and vacancy rates.
- Reinststitute, restructure, convert, and offer cross departmental/ organizational staffing and retention incentives.

In 2022, NCH successfully recruited 816 new team members as part of the nursing department.



TOTAL NURSING DEPARTMENT STAFF

In FY 2022, a total of 2,048 NCH nursing department staff worked diligently to provide safe, effective, efficient, and evidence-based quality care.

1362

RNs
(INCLUDES APRNS
AND RNS ACROSS
THE CONTINUUM)

28

LPNs

28

PCAs

420

TECHNICIANS
(ED, OR, MONITOR,
PATIENT SAFETY,
AND CLINICAL)

106

**UNIT
SECRETARIES**

104

**MEDICAL
ASSISTANTS**



NURSING DEGREES

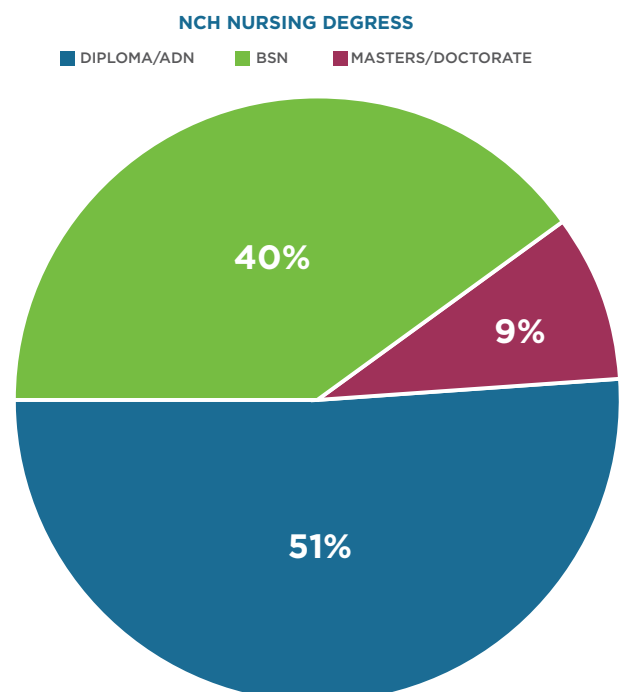
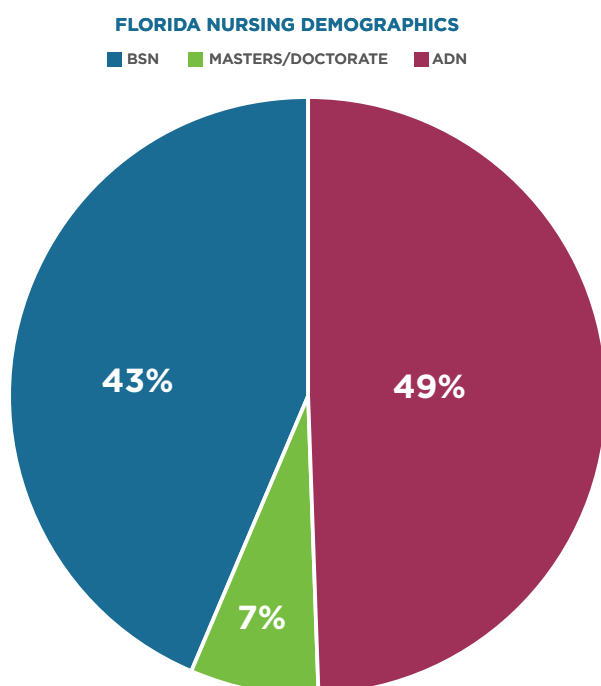
NCH offers many opportunities for nurses to advance their education including tuition reimbursement, scholarships, and contractual agreements with grant schools for negotiated tuition costs. In the 2018-2019 Florida Center for Nursing survey, Florida nurses reported varying degrees and **51%** were estimated to have a BSN, MS, or Doctorate.

A recent report from the National Institute of Medicine on the future of nursing recommends increasing the proportion of nurses with a BSN degree from **50%** to **80%** by 2020 and doubling the number of nurses with a doctorate in the same time frame. According to *The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity* (2021). By 2030, the nursing profession will look vastly different and will be caring for a changing America. Nurses must be prepared to meet diverse patients' needs; function as leaders; and advance science that benefits patients and the capacity of health professionals to deliver safe, quality patient care.

Nurses will need to:

- Be prepared to understand and identify the social determinants of health
- Have expanded learning experiences in the community so they can work with different people with varied life experiences and cultural values
- Have the competencies to care for an aging and more diverse population

Therefore, an increase in the percentage of nurses with a BSN or above is imperative as the scope of what the public needs from nurses grows, expectations surrounding quality heighten, and the settings where nurses are needed proliferate and become more complex.



CENTER FOR LEARNING & INNOVATION (CFLI)

The Center for Learning & Innovation is designed to meet the NCH Healthcare System workforce learning needs throughout the employee life cycle (attraction, selection, onboarding, orientation, role competence, professional growth, leader development and succession) in order to achieve organizational goals and strategic imperatives.

The dynamic CFLI team is comprised of a director, a manager of Manager Strategic Learning & Organization Development, clinical educators, an instructional designer, an LMS administrator, and multiple coordinators who provide administrative, HealthStream, learning and development support to the team and NCH staff. The CFLI team members are the people tasked with fostering staff in their continual growth and development to improve care decisions by serving as role models for evidence-based decision making. This requires staying abreast of shifting healthcare expectations, evolving practice requirements, new information technologies and rapidly expanding evidence-based health services.

AHA CERTIFICATIONS

920

BLs

119

ACLs

67

PALs

67

PALs
RECERTIFICATION

2

PEDIATRICS HS
FA CPR AED
(BEARS DEN)

229

ACLs
RECERTIFICATION

CENTER FOR LEARNING & INNOVATION (CELI)

ORIENTATION



HEALTHSTREAM COURSES

TOTAL # OF COURSES IN 2022

4,785

COURSES AVAILABLE IN OUR COURSE CATALOG

COURSE COMPLETIONS BY DISCIPLINE

1,445

NURSES IN HEALTHSTREAM WITH COURSE COMPLETIONS (LPN, NURSE MANAGERS, RNS, INCLUDING TRAVELERS) FROM 10/1/2021 THROUGH 9/30/2022

61,087

COURSES COMPLETIONS BY THESE 1,445 NURSES FROM 10/1/2021 THROUGH 9/30/2022

NURSE RESIDENTS

The NCH Nurse residency program provides an opportunity for graduates to hone critical-thinking and evidence-based decision-making skills. Nurse residency programs can benefit nurses who recently graduated nursing school or who are new to their chosen nursing specialty.

Benefits to new nurses:

- Improves clinical judgement
- Builds strong communication skills
- Teaches the consistent utilization of EBP
- Increases job satisfaction and retainment
- Decreases errors and improves patient outcomes

2022 FY Total number of nursing residents - **144** which comprises **41%** of RN orientees.

FELLOWSHIPS

Per ANCC definitions, RN residencies are meant for nurses with less than 12 months of work experience; RN fellowships are meant for experienced nurses transitioning to a new specialty or setting. However, although the ANCC separates residencies and fellowships dependent on the registered nurse's previous work experience, some programs that are labeled as nursing fellowships may be open to recently graduated nurses as well as experienced nurses looking to transition.

“ At NCH, registered nurse fellowship programs are designed to provide evidence-based education, support, resources, and mentorship to newly licensed and experienced nurses transitioning across many specialties. ”

FELLOWSHIPS

Our fellowship programs for critical care are based on the American Association of Critical Care Nurses, Essentials of Critical Care Orientation (ECCO) module program. The emergency department fellowship integrates the Emergency Nurses Association, Emergency Nurse Orientation evidence-based modules to support new and experienced nurses in providing competent care. Lastly, the fellowship program for operative services is based on the Association of periOperative Registered Nurses premier, standardized education program for RNs entering the perioperative specialty.

In 2022, over one hundred registered nurses enrolled in the NCH fellowship programs and transitioned into specialty areas across the organization.

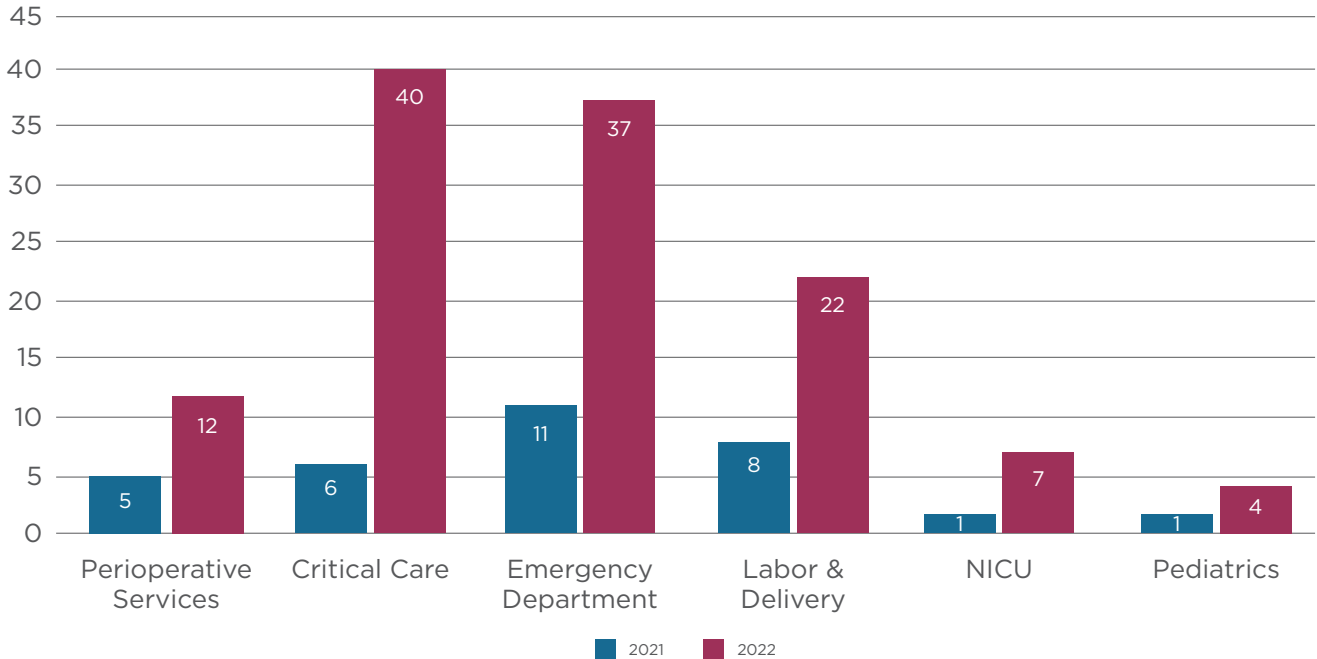
ED: **37** | NICU: **7** | Pediatrics: **4** | Mother baby unit: **11** |

Labor & Delivery: **22** | OR: **12** | CC: **40** | Cardiac Cath: **4**



FELLOWSHIPS

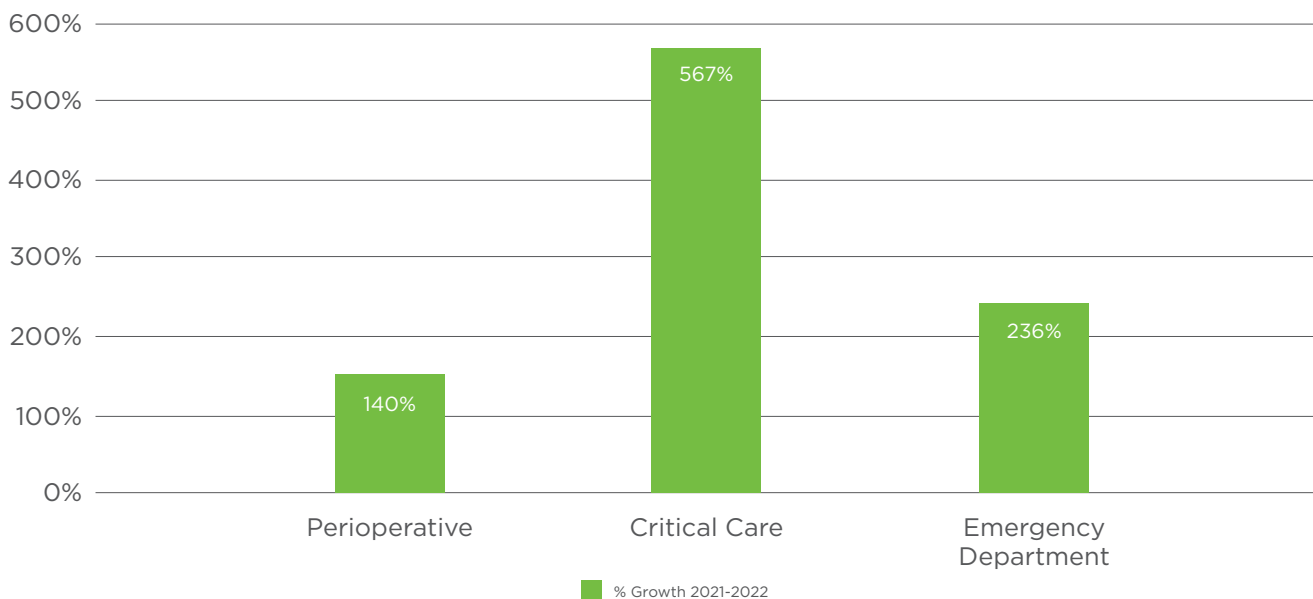
2021 & 2022 FELLOWS BY SPECIALTY



We experienced a growing demand for fellowship opportunities and added Mother baby and Cardiac Catheterization programs for 2022.

Mother baby: **11** | Cardiac Cath: **4**

TOP 3 FELLOWSHIP PROGRAMS % GROWTH



SCHOLARSHIPS AWARDED

Philanthropic charitable gifts have provided many professional development and educational opportunities for NCH staff. In FY 2022, 36 employees received scholarships to support tuition expenses for professional advancement for a grand total of **\$271,423.35**.

DONORS

\$31,000.00

F18

\$35,516.84

F19

\$31,400.00

F20

\$30,840.00

SP20

\$47,945.51

F21

\$41,376.00

SP21

\$53,345.00

SP22

STUDENTS AND TRAINEES AT NCH

In FY 2022, OUR CFLI Student Clinical Coordinator collaborated with many colleges and universities seeking placements for their students in over 25 healthcare specialties of which many of them are nursing related. NCH was successful in supporting the clinical rotations of over 1300 students some of which were our very own employees advancing their careers!



NCH PIONEER NURSING SCHOLARSHIP

Thelma Hodges, one of the first nurses to serve at what would later become NCH, committed to donating **\$25,000** annually for the next five years to create the NCH Pioneer Nursing Scholarship, which will support the education of current and aspiring nurses.

This scholarship started in recognition of the three original NCH Nurses, Thelma Hodges, her sister Geri Rapa, and Angeline Calitri.



LEADERSHIP DEVELOPMENT

The Organizational Development team is a part of the Education team in the Center for Learning and Innovation department. At NCH, Nurse leaders foster a healthy work environment, effectively lead their teams, and support the highest quality patient experience. The CFLI supports interprofessional and emerging leaders through the Core Leadership Learning Series, which is designed to provide the foundational training and skills for success.

In 2022, the Core Leadership Learning Series was comprised of four face-to-face classes, totaling 20 hours of instruction with approximately 53 unique Subject Matter Experts from across the system covering 33 courses which align with our strategic plan: People, Quality/Service, Finance, Community, Physician Integration, Growth. The Organizational Development team lead 34 live classes in 2022. Participants from Nursing in this system-wide training included over two dozen Administrative Coordinators, Nurse Directors, Nurse Educators.

82

GRADUATES
FROM THE CORE
LEADERSHIP
LEARNING SERIES
IN 2022



JUDITH AND MARVIN HERB FAMILY SIMULATION CENTER

The mission of the NCH Judith and Marvin Herb Family Simulation Center is to enhance the organizations mission to improve health care by preparing competent team members across the healthcare continuum, in a supportive, state-of-the-art, realistic environment that promotes excellence through multidisciplinary and innovative simulations. In FY 2022, the Herb Family Simulation Center conducted a total of 804 activities which translates to 9,992 total learner hours. Registered Nurses at NCH had 4,771 total learner hours in the Herb Family Simulation Center participating in medical simulations, activities, classes, and procedural skills or task training.

Interprofessional team trainings are common simulation activities:

- Code Blue (mandatory for all nurse residents)
- Fire in the OR
- Labor and Delivery scenarios
- Mock codes
- STEMI Alerts
- And many more!



SIMULATION GRANT

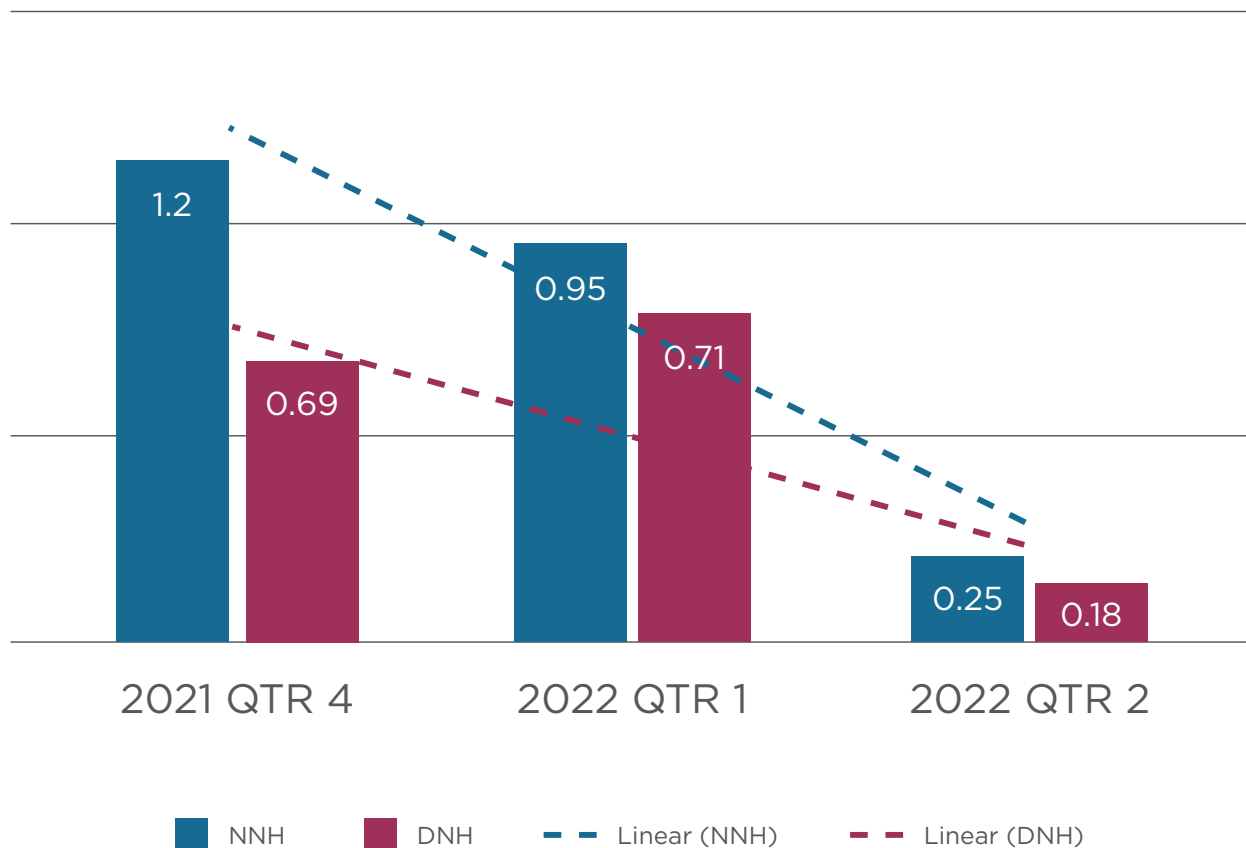
In August, the Richard M. Schulze Family Foundation awarded NCH with a grant opportunity of \$1 million. To receive this grant, NCH must raise \$1 million toward the NCH Judith and Marvin Herb Family Simulation Center before May 1, 2023. The permanent 10,000-square-foot center is set to open in early 2023 and will build on the current success in using high-tech robotic “patients” to mimic real-world medical scenarios.

NDNQI was established by the American Nurses Association (1998) to expand the science and art of nursing through data collection of nurse sensitive indicators. The NDNQI voluntary database allows participating organizations to review and evaluate the impact of nursing care on quality-driven, safe patient outcomes and programs at the unit-level.

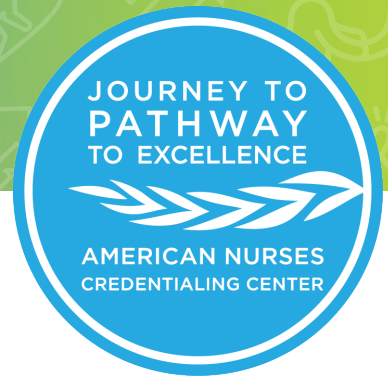
More recently, NCH increased the collection and reporting of inpatient and ambulatory NDNQI and nurse sensitive indicator data by 180%. New data elements added included:

- MDRO (C. Diff. and MRSA)
- Assaults on Nursing
- Surgical Errors
- Burns
- Ventilator Associated Pneumonia
- Births, and
- Lactation Consultant hours

NCH COMPARISON WITH TEACHING FACILITIES INJURY FALLS PER 1,000 PATIENT DAYS



ANCC PATHWAY TO EXCELLENCE



Thank you to the Buckeye Foundation for their generous gift and support used towards the ANCC Pathway to Excellence Journey.

ANCC Pathway to Excellence® Framework



ANCC Pathway to Excellence® Framework for Positive Practice Environments. ©2020 American Nurses Credentialing Center. All rights reserved.

In June 2022, NCH committed to creating a positive practice environment that empowers and engages staff by embarking on the Pathway to Excellence® journey. The American Nurses Credentialing Center (ANCC) Pathway to Excellence® is a premier designation for healthy work environments based on a framework comprised of six standards: Shared Decision-making, leadership, safety, quality, well-being, and professional development. Pathway Standards impact a range of factors that influence bottom-line results, such as employee turnover, job satisfaction and engagement, productivity and teamwork, nursing-sensitive quality indicators, errors and safety events, and patient satisfaction.



REINVIGORATING SHARED GOVERNANCE

Shared governance is a dynamic, collaborative decision-making model that fosters accountability and enhances the professional practice environment. It is based on the principle that nurses are autonomous professionals who have control over their practice and should be supported to make decisions that will directly impact patient outcomes, nurse satisfaction, and the practice environment. Throughout the nursing profession it has become increasingly clear that those who do the work and know it best make better decisions and more effectively engage their colleagues.

“ **The purpose of Shared Governance at NCH Healthcare System is to create an innovative process which empowers nurses and staff at all levels to contribute collaboratively to ownership of nursing practice, standards, and quality of care and to effectively respond to change.** ”

It is founded on the cornerstone principles of accountability, professional obligation, collateral relationships, and effective decision making. All nurses and staff have the professional obligation to participate in developing the future of nursing at NCH Healthcare System.

Shared Governance is an autonomous process to engage all nurses and staff (from front-line to boardroom) in decision making to improve the delivery of patient care and enhance satisfaction in the work environment.

This year, NCH underwent a shared governance council's redesign. The design team consisted of council chairs, co-chairs, members, and nurse leaders. This group developed a model consisting of councils and committees designed to meet organizational and unit-level needs.



COUNCIL DESCRIPTIONS AND 2022 INITIATIVES

UNIT PRACTICE COUNCILS

The Unit Practice Councils identify opportunities for improvement in their respective units/departments that enhance excellence in patient care. The Unit Practice Council structure is the essential process for multidisciplinary decision-making in operational and professional practice issues at the unit level.

2022 Initiative: Developed processes and implement staff recognition activities by 4th QTR

RESEARCH AND EVIDENCE-BASED PRACTICE COUNCIL

The Research and EBP Council facilitates the adoption of EBP and Research among nursing and interdisciplinary team members across NCH to improve patient care and related outcomes, as well as organizational related outcomes.

2022 Initiative: Developed a John’s Hopkins CBT that is based on the new model and tools and launch it in 2023.

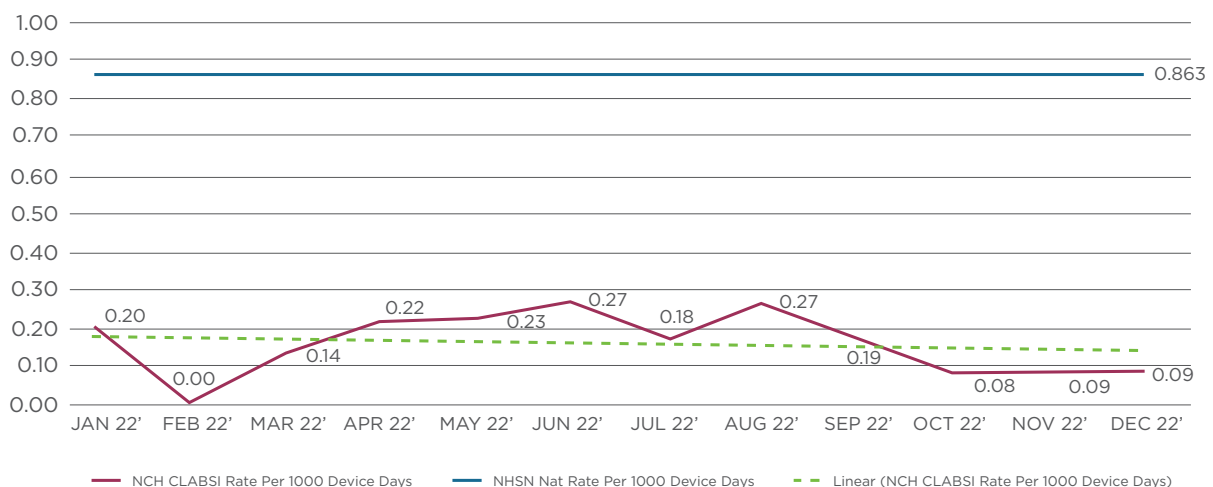
QUALITY AND SAFETY COUNCIL

The purpose of the Quality & Safety Council is to make decisions related to the advancement of quality and safety practices all the while seeking continuous improvement.

- HAIs
- Falls
- CAUTI
- CLABSI
- C. Diff
- HAPI
- DVT/PE

2022 Initiative: Decreased CLABSI rates by 5% in the 3rd QTR.

NCH CLABSI RATE PER 1000 DEVICE DAYS | JANUARY 2022 - DECEMBER 2022



PROFESSIONAL DEVELOPMENT AND PRACTICE COUNCIL

The Professional Development and Practice Council is a collaborative forum whereby nurses and staff advocate for changes that impact clinical practice and patient care.

- Clinical Ladder Committee
- CITOC Committee
- Daisy Award Committee

2022 Initiative: Assessed new blood control peripheral vascular access devices designed to decrease the risk of needlestick injuries (NSIs) and/or blood exposure.

NURSING CONGRESS

The Nursing Congress provides a forum for communication, collaboration, and conflict resolution within the Shared Governance structure.

DAISY AWARD: RECOGNIZING OUTSTANDING NURSES



IN MEMORY OF J. PATRICK BARNES

The DAISY Award® was developed by the family of J. Patrick Barnes, who passed away in 2000 from complications of idiopathic thrombocytopenic purpura. His family was greatly impressed by the skill, care and compassion nurses showed Barnes before he died and created the national award to recognize and thank extraordinary nurses across the United States. NCH patients, visitors, nurses, physicians and other staff can nominate outstanding nurses for The DAISY Award.

This past year, NCH received almost 100 DAISY Award nominations from patients, families, and colleagues. **The following honorees received the DAISY Award:**

October 2021 Susan Howlin, RN, Cardiac Rehab

December 2021 Jennifer Jozwiak, RN,
4 Southeast

February 2022 Rebecca McNamara, 5 North

March 2022 Lynette Ferri, RN, Labor & Delivery

April 2022 Kandi Grant, RN, NNH 4th Floor

May 2022 Deborah Debernardin, RN, 6 South

June 2022 Craig Connolly, RN, 2 North

July 2022 Kaci Camejo, RN, Pediatrics

August 2022 Michael Schemanski, RN, 5 South

September 2022 Erin Doyle, RN, CCU

DAISY AWARD: RECOGNIZING OUTSTANDING NURSES

Daisy Nurse Leader Award recognizes that Nurse Leaders who role-model caring behaviors inspire others on their team. These leaders provide a setting where compassion is valued, and staff, in turn, treat patients and their families with deep humanity.

**July 2022 Marcia Swasey, MSN, RN-BC, CNML/
Nurse Director, 5 North General Surgery**



Daisy Team Award for Extraordinary Nurses and Team 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 successfully.

**Ostomy Team led by Director Margie Arnold,
MSN, APRN, FNP-BC, CWOCN**



CARING AWARD

The CARING award recognizes extraordinary Technicians and Technologists who make a difference in patients' lives through the super-human work they do every day. CARING is an acronym that stands for Celebrating And Recognizing Individuals Giving their best. The CARING award rewards and celebrates extraordinary clinical skills and compassionate care. NCH staff, patients and visitors recognized the amazing work of eight technologists and one transporter with patients.

October 2021 May Jocelyn, CT, 5 South

December 2021 Debra Hamby, CT,OR

February 2022 Yousy Perez-Fernandez, CT, Pre-admission

March 2022 Luc Faugue, CT, 4 North

April 2022 Elide Derville, CT, 3 North

May 2022 Daisy Clark, 5 South

June 2022 Latoya Cooper-Williams, CT, 2 North

July 2022 Savannah Moreida, CT, 2 Observation

August 2022 Caleb Caldwell, Transport

September 2022 Jocelyn Pierre, CT, 3 North

NURSING EXCELLENCE AWARDS

Excellence in our daily work is reflective of the **NCH Nursing Professional Practice Model (PPM)**. The model reflects our beliefs and values regarding the patient and family-centered care we provide each day. The elements that guide our practice include **collaboration, quality and safety, innovation, shared governance, teamwork, and professional development**. These elements serve as the foundation for the excellence awards.

NCH recognizes and celebrates our nursing team annually with the Nursing Excellence Awards during Nurses Week. In 2022, we honored 26 employees in the 6 categories below:

- Nursing Care Excellence
- Care Technician Excellence
- Unit Secretary Excellence
- Leadership Excellence
- Partnership Excellence
- Compassion and Mentorship Excellence

Richard Schumacher, RPh

Suzanne Kirkland, RN

Victoria Macino, RN

Dorota Slonowska, CT

Joe Gutierrez, NCCT

Jennifer MacDonald, RN

Alexandria Goetten, RN

Bernardo Nieves Ortega, RN

Maria Feola, RN

Jennifer Trujillo-Cruz, APRN

Lindsey Raymond, RN

Betty Welliver, RN

Sindy Fox, RN

Colleen Tews, RN

Carolyne De Souza Pimenta, RN

Karen Colunge, RN

Magdalena Jakubiec, RN

Elizabeth Brawner, MD

Amanda Fetchko, RN

Mildred Tipa, RN

Mark Edmonson, RN

Scarlett Bobadilla, RN

Deborah Leger

Amy Hall

Robert Loperfido, RN

Amy Palicka, RN

Excellence in Allied Health-Nursing Partnership

Excellence in Ambulatory Nursing Care

Excellence in Cardiovascular Nursing Care

Care Technician Excellence Award - Inpatient

Care Technician Excellence Award - Ambulatory

The Compassion Award

Excellence in Critical Care Nursing Care

Excellence in Emergency Nursing Care

Excellence in Nursing Leadership

Excellence in Advanced Practice Nursing

Excellence in Medical Surgical Nursing Care

The Mentor Award

Excellence in Neonatal Nursing Care

Excellence in Obstetrical Nursing Care

Excellence in Oncology Nursing Care

Excellence in Pediatric Nursing Care

Excellence in Perioperative Nursing Care

Excellence in Physician-Nursing Partnership

Excellence in Professional Development

Excellence in Psychiatric Nursing Care

Excellence in Radiologic & Imaging Nursing Care

Excellence in Rehabilitation Nursing Care

Secretary Excellence Award - Inpatient

Secretary Excellence Award - Ambulatory

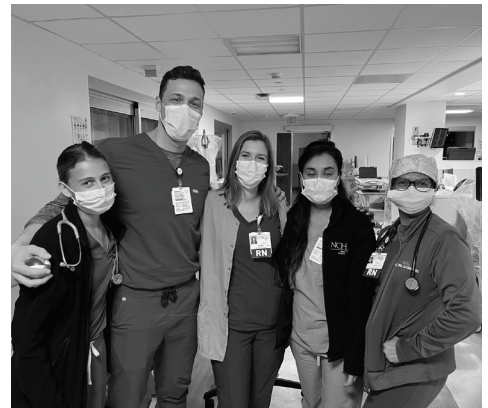
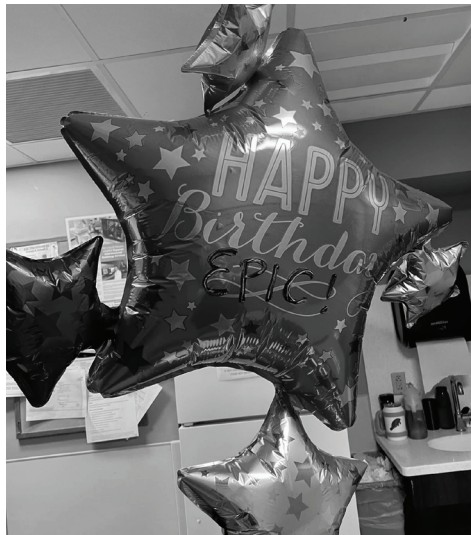
The Thelma Hodges Mentor Award

Excellence in School Nursing

In June, NCH officially transitioned over 1 million patients to a fully integrated cloud-based electronic health system, Epic. Prior to the transition, frontline staff input occurred at various committees including the Computer Information Technology Optimization Committee (CITOC), who were instrumental in making Epic application and software decisions. Subsequently, over 4,300 NCH employees were trained on how to use the new Epic system.

“ NCH’s transition to Epic is a testament of the commitment to provide safe, cost effective, efficient, and accessible quality driven services. ”

Records can be easily and securely shared between caregivers providing a seamless way to document and review care provided while avoiding duplication, saving time and money for the healthcare system as well as the patient. Standardization will also bring better communication, not only between care providers, but also between physicians and their patients.

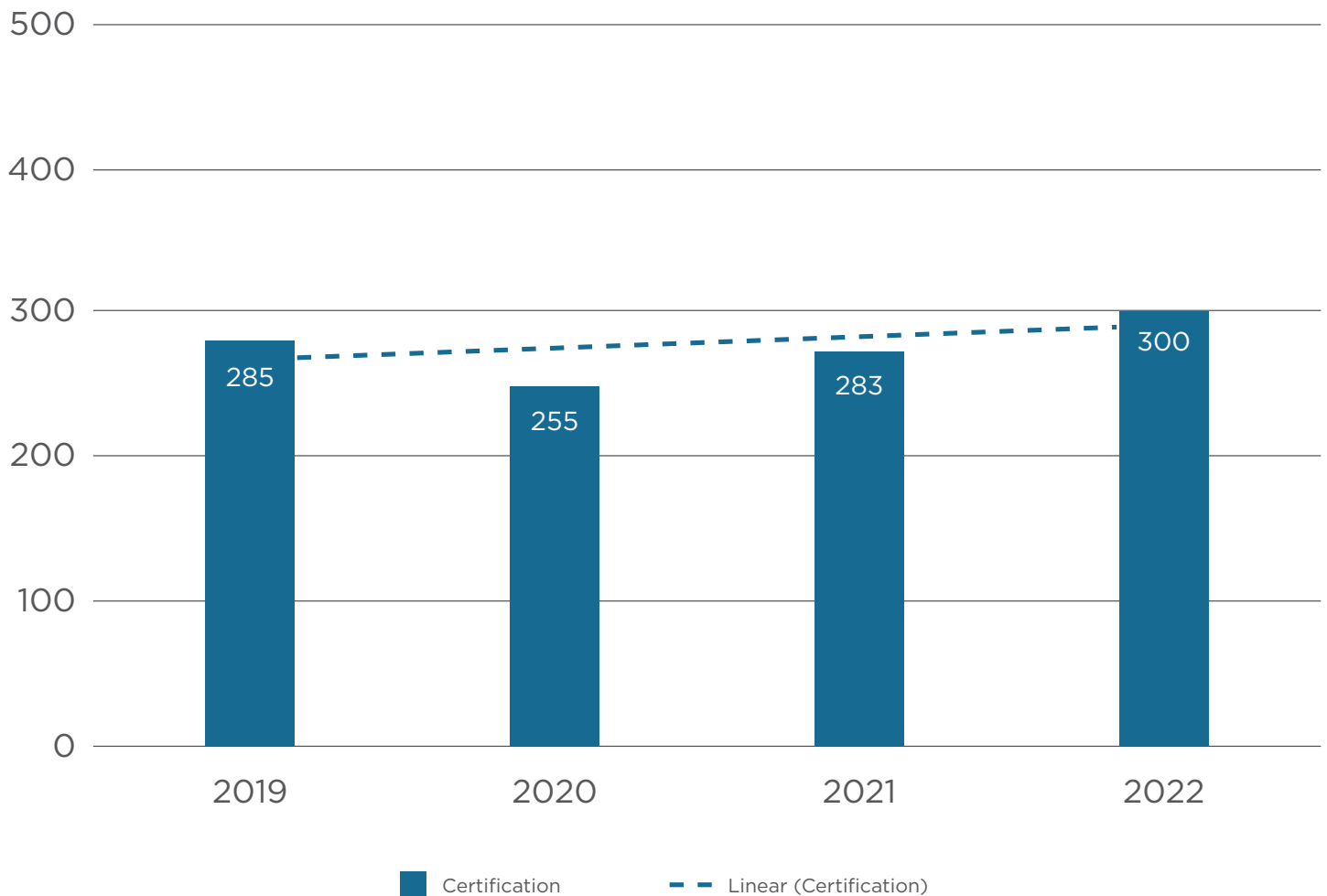


CERTIFICATION

The importance of nursing certification cannot be overstated. With the right certification, nurses can provide a higher quality of care, improving patient outcomes and elevating their institution's reputation. Further, certification enhances professional credibility, validates specialized knowledge, and demonstrates a higher level of clinical competence.

The Success Pays program was re-initiated in March of 2022, and a Stroke certification RN review course was held on August 9th and 10th with 22 attendees and a CVRN certification course was held on September 3rd and 4th with 7 attendees. As a result of these two certification courses, a total of 15 Registered Nurses successfully passed their respective certification exam! At NCH, nurses are very fortunate to have access to programs such as Success Pays, certification review courses by subject matter experts, and reimbursement of most recertification costs.

NATIONAL CERTIFICATIONS



GUEST RELATIONS & VOLUNTEERS

The NCH Guest Relations & Volunteers department provides vital resources to our organization and supplements the services of NCH to assist patients, families, visitors, and staff in an empathetic and supportive manner. The department strives to provide all customers (internal and external) with a positive first and lasting impression.

“Volunteers have been making a difference at NCH Healthcare System for over 60 years.”

Their knowledge of NCH’s needs, services, and goals makes them valuable public relations representatives.

The department integrates and assimilates volunteers throughout NCH where they have the greatest impact to patients, guests, the community, and staff that aligns with the NCH mission and the volunteer’s goals and desires to give back to the community. NCH Volunteers are trained and well-versed in many policies contributing to our culture of safety. Whether driving guests in a Courtesy Cart, assisting families in the Surgical Family Waiting Room or visiting a patient with a therapy dog, NCH Volunteers demonstrate excellence and professionalism in their thorough understanding of Patient Privacy, Customer Service, Safety, Risk Management, Infection Control, and many other areas. Further, all NCH Volunteers participate in an interview process including an in-person orientation, as well as Annual Education, and department specific trainings for their role. When a department requests a volunteer, be assured that they are prepared for service excellence. That’s why 99% of our volunteers reported that they always or most times received adequate departmental training for their volunteer position.

2022 VOLUNTEER DATA



VOLUNTEER PROGRAMS

SNUGGLER PROGRAM: SUPPORTING OUR TINIEST PATIENTS

In 2022, we enthusiastically welcomed back the Snuggler Program; a volunteer role that supports clinical staff in the NICU. Snugglers are valuable members of the team whose tasks range from folding baby blankets to feeding and rocking our tiniest patients. Snugglers are accepted into the program based on prior experience and participate in ongoing training for this specialized volunteer position. NCH Snugglers are especially supportive to infants affected by Neonatal Abstinence Syndrome, as they provide comfort to those experiencing drug and alcohol withdrawal symptoms. Resuming the Snuggler program following its 2-year hiatus involved close collaboration with NICU Nursing Leadership, the Center for Clinical Excellence & Education, and the Employee Medical Center.



KNITTERS PROGRAM

The NCH Knitters Program is one of the longest standing hospital volunteer programs. We appreciate the highly skilled volunteers that made 599 handmade caps, booties, and blankets for the NCH Birthplace this year. Their works of heart bring joy and comfort to families, and help infants regulate their body temperature. Volunteer knitters complete their service outside of the hospital and receive yarn and training to ensure the ongoing success of this meaningful program.



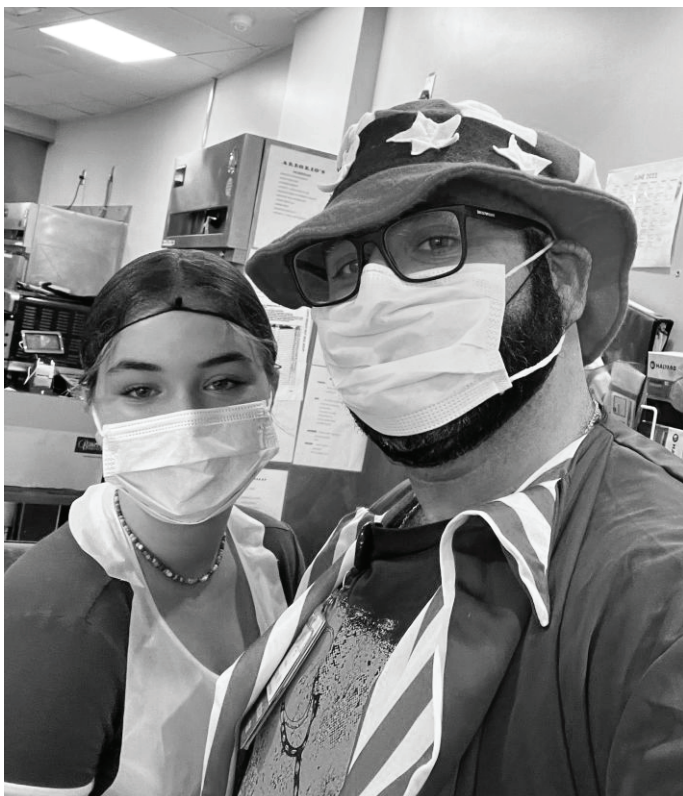
VOLUNTEER PROGRAMS

VOLUNTEEN PROGRAM

In addition to adult volunteer opportunities, the NCH VolunTeen Program is a summer volunteer opportunity providing high school students with a glimpse into healthcare careers. Following a comprehensive application process, 73 students were accepted into the 2022 program and completed over 3,000 hours of service from June 6 – August 5, 2022.

Volunteer Services partnered with over 40 NCH departments, including: Nursing, NCH Heart Institute, Central Distribution, Concierge, Gift Shop, Outpatient Rehabilitation, OPIS, NPG Offices, and more to provide volunteer opportunities to students.

During the program, many VolunTeens participated in a CPR class led by the NCH Center for Clinical Excellence and Education; musically gifted VolunTeens participated in the Music Is Healing program; and students participated in a special event featuring speakers and hands-on activities from the Emergency Department & Critical Care, Judith and Marvin Herb Family Simulation Center, Infection Control and Pediatrics. The NCH VolunTeen program inspires the next generation of healthcare professionals, and many students go on to pursue healthcare careers; some even gain employment at NCH!



EMPLOYEE MEDICAL CENTER

The NCH Employee Medical Center is a key department to our healthcare system and community. In addition to providing cost-effective, accessible preventive and supportive healthcare services to employees, dependents, families, and the public, they are also involved with onboarding, policies and benefits, disability and workers' compensation evaluations, safety, and compliance with state and federal regulations.

The employee medical center consists of 15 staff members including a director, nurse manager, 6 LPNs, 2 RNs (dedicated to workers compensation), 3 patient service representatives, a physician assistant, and a licensed mental health counselor. The team-based care staffing model is backed by research that shows it improves patient satisfaction, confidence in health providers, effectiveness of care, and strengthens the focus on comprehensive patient-centered care.

“ We all know an ounce of prevention is worth a pound of cure. But even the most committed among us may put off scheduling health care appointments for various reasons - enter the option of the NCH Employee Medical Center. ”

- Lisa Fletcher, MSN, RN, NPD-BC, GRN



EMPLOYEE MEDICAL CENTER

THE FY 2022 EMPLOYEE MEDICAL CENTER HIGHLIGHTS INCLUDE THE FOLLOWING

- Onboarded almost 100 new hires and contracted staff monthly
- Flu vaccines:
 - Employees including contractors - 3,559 (95% of eligible employees and contractors)
 - LIP's - 192 (24% of eligible LIPs)
 - Students and volunteers - 1,248 (97% of eligible students and volunteers)
- COVID Tracking and Vaccinations/ Boosters
 - 4,533 fully vaccinated staff against covid
 - Offered complimentary COVID swabs, vaccines and boosters to NCH employees and families to 12 years and older.
 - Offered affordable COVID PCR testing for travel
- Staff addition of Keith Mattson, LMHC
 - Offers confidential, complimentary visits to NCH employees, families, contractors, and volunteers.



MILITARY NURSES

FLORENCE NIGHTINGALE

When one thinks of a nurse, images of a caped Florence Nightingale roaming the dark halls of a military hospital with oil lamps aglow come to mind. Throughout history, nurses have made a tremendous impact on the men and women who have served, and continue to serve, the United States of America. From the War of 1812 to modern-day campaigns, the stories of military nurses' achievements, selfless dedication, and patriotism continue to inspire those who seek to know more of these angels with the lamps.



Florence Nightingale at Scutari, 1856, copyright permission obtained from the National Army Museum, London, SW3 4HT.

JULIE STONER, RN

Julie Stoner, RN has been a nurse with NCH since 1998. Julie enlisted in the Army reserves on January 20, 1981, and served for six years. Julie's husband of 39 years was her recruiter and they married two years after she joined the reserves (1983). Julie was trained as a medic and advanced her career to become a LPN and a RN. She is still married to her recruiter!



NCH VETERAN'S DAY

At the NCH Veteran's Day celebration, Judith Dektas, RN, CRN was recognized for her service as a veteran of the U.S. Armed Forces and presented with the American flag.



WELL-BEING

“ Well-being is the combination of feeling good and functioning well; a sustainable condition that allows the individual or population to develop and thrive. ”

NCH is committed to the well-being of all staff and contractors. Through our partnership with the Blue Zones Project, we encourage changes to the community - helping those living in it to make the healthy choices that lead to better lives.

NCH MYHEALTH 2022 SUMMARY

The NCH myHealth program provides employees and spouses with diverse opportunities that foster well-being and promote positive lifestyle changes.

NCH employees are offered FREE insurance premiums* if they complete W4U on-site biometric screenings & labs and preventive age / gender screenings. In addition to free insurance premiums they are offered \$0 medical deductible* if they earn the maximum HRA points by attending health education classes. All dimensions of wellness are represented within health education classes. Topics include but are not limited to: Stress Less, Embracing Optimism, Shed those Holiday Pounds, Financial Check-up 101, Map Your Dreams, Slash Debt, Calm Your Mind, Healthy Foods on the go, Eat Well Be Well, Naturally Slim, CHIP, Purpose Workshops, visualization classes and more.

The NCH myHealth team encourages employees and families to take advantage of the use of the two state of the art NCH Wellness Centers. Employees have access to NCH Wellness facilities for an extremely discounted rate of \$5 / paycheck*. NCH Wellness offers over 150+ group fitness classes each week including strength base classes, cycle, cardio classes, yoga, pilates, meditation, balance, and more.

Employees are encouraged and rewarded for downshifting. Downshifting options offered by the myHealth team are massage therapy, meditation classes, reading books, walks on beach, Blue Zone moais, botanical garden access, yoga, pilates, and more.

NCH employee medical clinic serves employees and families for common sickness and preventive care. The employee medical clinic includes 1:1 meetings with mental health counselors for employees and families.

The myHealth team works closely with the Blue Zone's Project, providing NCH with resources to make healthy choices easier. Healthy options in the cafeterias are highlighted in Wellness Wednesday emails, including Meatless Mondays, Blue Zones Inspired Entrees, and Infused Water Ingredients.

NCH employees and families celebrated Earth Day with Blue Zone's team for a beach clean up day at Lowdermilk Park. Other family activities include Florida Everblades Hockey games, Fort Myers Mussels baseball games, Car shows, FunSplash, and other social gatherings.

Community volunteerism is also encouraged and rewarded. Examples of community volunteerism by NCH employees include building a homes for Habitat For Humanity, serving food at shelters, donating school supplies, and more.

NCH employees are fortunate and blessed to have many diverse opportunities to enrich their health & well-being. **Employees only*

ENGAGEMENT ACTIVITIES

NURSE ENGAGEMENT

The concept of nurse engagement is often used to describe nurses' commitment to and satisfaction with their jobs. The nurse's level of commitment to the organization, and their commitment to the nursing profession also play a key role in their level of engagement. The literature confirms that nurse engagement is essential to patient experience, quality, and clinical outcomes. At NCH, we take pride in creating a positive work environment where staff can feel supported and valued which makes their work more meaningful and purposeful. In addition, assuring leader visibility, 2-way communication, and promotion of recognition has also led to robust staff engagement. Last but not least, our shared governance environment impacts nurse engagement, retention and satisfaction. Shared governance engenders a sense of empowerment along with responsibility and accountability for RNs, and allows active participation in the decision-making process, particularly in administrative areas.



ENGAGEMENT ACTIVITIES

WHAT I DID THIS SUMMER PHOTO CONTEST



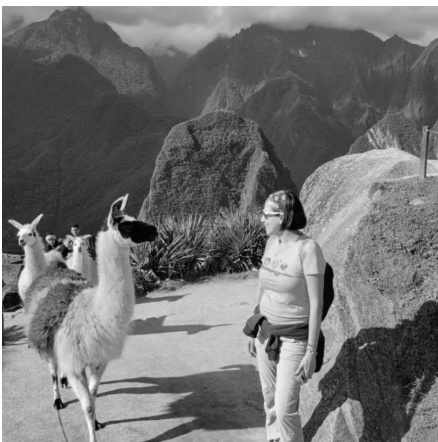
Jeraldine Ramirez, 3W NNH



Kristen Dillashaw, Acute Care



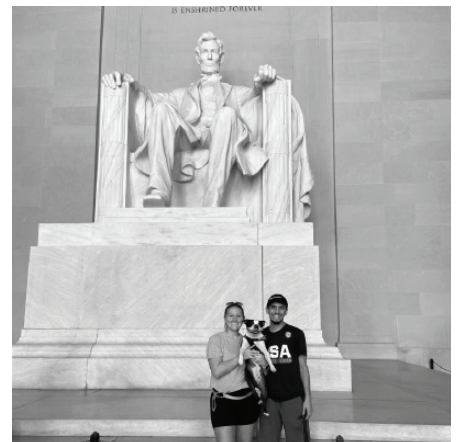
Melissa Toledo, 4N DT



Karen Colunge, Pediatrics



Jessica Barnes



Haley Mendez, Mother Baby



Shabrina Nasir, Interventional Recovery Room



Blake Zamora, Medical Assistant Float



Kelly Turnage, CT Technologist

INSPIRING WORDS FROM THE DIRECTOR OF PROFESSIONAL PRACTICE



As a registered nurse for thirty-plus years, I have held a variety of clinical and leadership positions in diverse health care settings. I obtained my Doctor of Philosophy, in Public Health from Walden University in 2017. Since May 2022, I have held the position of Director of Professional Practice for NCH. The 2022 Annual Nursing Report was an organization wide collaborative effort. Many departments worked on this project, and I am grateful for their contributions. Without them, it would've been challenging to capture all of the nursing departments accomplishments.

As you can gather from this report, professional nursing's scope of practice is dynamic and continually evolving. Professional nursing practice is both a science and caring art. It has been described as taking a holistic, client-centered focus; being caring and ethical in interactions with patients, families and colleagues; having above-average interpersonal skills; and making sound judgments based on experience and knowledge, thus averting potential problems.

At NCH, our nurses thrive in a shared governance structure that empowers them to make decisions about their practice. Shared governance provides a vital communication and decision-making infrastructure that is an essential element for a professional practice environment.

As a member of the Nursing Leadership Team, I am privileged to represent professional nursing at NCH and to ensure practice initiatives are aligned with the health systems strategic plan and overarching goals.

Maria Natal, PHD, RN, AMB-BC, CPHQ
Director Professional Practice

**“ LET US NEVER CONSIDER OURSELVES
FINISHED NURSES, WE MUST BE
LEARNING ALL OF OUR LIVES. ”**

- Florence Nightingale



NCH

Healthcare
System



NURSES
MONTH

AMERICAN NURSES ASSOCIATION