



CARING WITHIN A TRADITION OF EXCELLENCE

2018 NURSING YEAR IN REVIEW



Changing What's Possible

A WORD FROM DR. CAWLEY

On behalf of the Board of Trustees and administration, I would like to welcome your review of the outstanding accomplishments from our nursing team this past year. Our nurses exemplify our values and confirm what the public acknowledges as the most trusted profession in Gallup's annual ethics survey, 17 years in a row!

The outcomes enclosed highlight the contributions of our nursing team and demonstrate collaboration, expertise, advocacy, integrity, innovation and accountability.

As Jerry mentioned, our new and expanded MUSC Health system marks a major milestone and progress toward our goal to "create South Carolina's preferred integrated health system." We welcome our new partners in Chester, Lancaster, Florence and Marion and look forward to collaborative work that extends our mission to "preserve and optimize human life in South Carolina and beyond through education, research and patient care."

I personally want to thank the nurse leaders for supporting our nursing care team members and improving patient care delivery at MUSC Health.

Patrick Cawley, MD, MHM

*Chief Executive Officer, MUSC Health
Vice President for Health Affairs, University
Medical University of South Carolina*



2018 NURSING YEAR IN REVIEW

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WELCOME

On behalf of the nursing care team members and nursing leadership at MUSC Health, I am pleased to offer our 2018 year-end summary of key accomplishments. The consistent demonstration and embodiment of the MUSC Health values of compassion and teamwork by our nursing staff truly contributes to the Mission,

We preserve and optimize human life in South Carolina and beyond through education, research and patient care.

After achieving the coveted initial Magnet® designation in 2015, we continued our nursing excellence journey and will submit final documents for our first redesignation this summer; this 2018 year-end summary provides confirmation that we are well on our way!

Recall the definition of nursing:

Nursing is the protection, promotion and optimization of health and abilities, prevention of illness and injury, facilitation of healing, alleviation of suffering through the diagnosis and treatment of human response and advocacy in the care of individuals, families, groups, communities and populations.¹

At press-time for this report, the year 2019 has already marked a significant transition for MUSC Health; nursing will continue to influence the direction of excellence in patient care delivery across the patient's continuum of care.

Join me in thanking our nursing care team members for providing outstanding care to the patients and families we are privileged to serve. I would also like to personally thank our administrative colleagues, physicians and all clinical and non-clinical care team members for their ongoing support to our nursing team that drives us to continually improve what we do, each and every day.

¹American Nurses Association. (2015). *Nursing Scope and standards of Practice (3rd Ed.)* (p. 7). Silver Spring, MD: ANA.



Jerry Mansfield, Ph.D., RN, NEA-BC

*Executive Chief Nursing Officer and
Chief Patient Experience Officer,
MUSC Health
Medical University of South Carolina*



AWARDS & RECOGNITION

MUSC Health Nursing is nationally recognized and participates in various nursing recognition programs. The awards selected to highlight in this year's nursing annual report include **The DAISY Award**, **Nothing BUNDT the Best Award** and **the Beacon Award for Excellence**.



DAISY AWARD

The DAISY Award for Extraordinary Nurses recognizes the special work nurses do every day. It was established by the DAISY Foundation, an organization for the elimination of diseases attacking the immune system, in memory of J. Patrick Barnes. Barnes' parents established the foundation in their son's memory because they had experienced firsthand the skills and compassionate care of many nurses. The award is given to outstanding nurses in more than 3,400 hospitals in all 50 states and 20 countries.

2018 DAISY AWARD WINNERS

Sharaiah Watson, MBA, BSN, RN

Melanie Brooks, BSN, RN, CCRN, CSRN, TNCC

Sandra Stoughton, RN

Mandy Henderson, RN

Ellen Dunton, BSN, RN, PCCN

Crystal Foster, BSN, RN

Carey Cochran, BSN, RN, CCRN, CPEN



NOTHING BUNDT THE BEST AWARD

In collaboration with Julie Sakae, MUSC Health participates in a nursing recognition program called Nothing BUNDT the Best Award. Julie Sakae, owner of Nothing Bundt Cakes in Mt. Pleasant is the driving force behind this program. Prior to relocating in the Charleston area, Julie worked as a PICU/PCICU nurse in several states. She established this award as a way to give back to nurses in her new community.

2018 NOTHING BUNDT THE BEST AWARD WINNERS

Phyllis O'neal, RN

Jill Pentz, BSN, RN

Ravin Raleigh, BSN, RN

Margie Helmly, BSN, RN, CPN

Lisa Stewart, BSN, RN, CWOCN

Tamara Nielson, BSN, RN

Melissa Golden, BSN, RN

Tina Daigle, BSN, RN, CNRN, SCRn



BEACON AWARD FOR EXCELLENCE

The Beacon Award for Excellence is a significant milestone on the path to exceptional patient care and healthy work environments that recognizes unit caregivers who successfully improve patient outcomes and align practices with the American Association of Critical-Care Nurses' six Healthy Work Environment Standards.

Units that achieve this three-year, three-level award with a gold, silver or bronze designation meet national criteria consistent with ANCC Magnet® Recognition, the Malcolm Baldrige National Quality Award and the National Quality Healthcare Award.

Nursing at MUSC Health is proud to share we represent 6 out of 8 Beacon units in the state of South Carolina, and our Pediatric Intensive Care Unit and Pediatric Cardiac Intensive Care Unit are the only two pediatric units in the state with this designation.

9 East Neuro Intermediate Unit - Silver

5 East Acute Cardiovascular Unit – Silver

5 West Specialty Unit - Silver

Medical Intensive Care Unit - Silver

Pediatric Cardiac Intensive Care Unit - Silver

Pediatric Intensive Care Unit - Silver



COLLABORATION

Functioning as equal members of a caring team that creates a healing environment and fosters trust between clinicians, patients and the community

WORKING TOGETHER IMPROVES QUALITY AND SAFETY



63% reduction in central line associated blood infections (CLABSI) from 2016 to 2018



49% reduction in serious safety events (SSE) from 2017 to 2018



31% reduction in adverse drug events (ADE) from 2017 to 2018



19% reduction in ventilator associated events (VAE) from 2017 to 2018

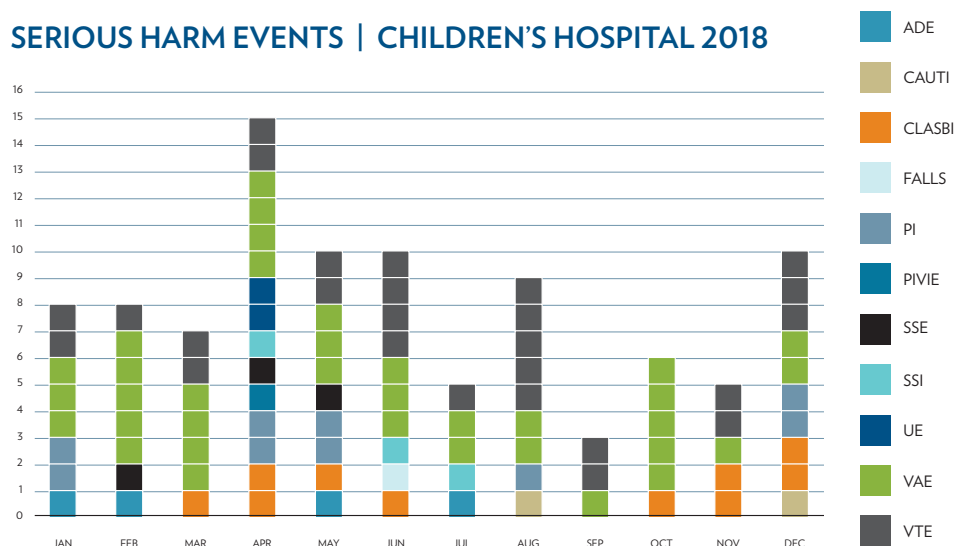


42% reduction in peripheral IV infiltrates and extravasations (PIVIE) from 2017 to 2018

The Children's Hospital Quality Assessment and Performance Improvement (CH QAPI) committee oversees all quality and safety activities in the Children's Hospital. The team is led by an interdisciplinary group, including David Bundy, MD, MPH, FAAP (Chief Patient Safety Officer), Amelia Little, MSN, RN (Pediatric Critical Care Nurse Manager) and Corinne Corrigan, PharmD, BCPS, BCPPS, CPPS (CH and Women's Safety & Quality Manager).

The committee's focus for 2019 includes unplanned extubations (UE), pressure injuries (PI), readmissions, central line associated venous thromboembolism (CVC-VTE), employee staff safety and harm prevention. The CH QAPI's hope for the future is to display this data digitally on each unit so it may be filtered and viewed at all times in order to enhance situational awareness around HACs and eliminate preventable harm.

SERIOUS HARM EVENTS | CHILDREN'S HOSPITAL 2018





EXPERTISE

Growing nurses' knowledge and skills from novice to expert to provide high quality, reliable care

The American Association of Colleges of Nursing's Clinical Nurse Leader (CNL) core competencies were used to design a nursing role for master's prepared nurses with a focus on outcomes-based practice and quality improvement in 2017. With few CNL preparation programs in the area, the Clinical Practice Nurse Expert (CPNE) role was developed rather than recruiting CNLs. CPNE emphasis on evidence-based practice and quality resulted in significant patient safety improvements.

“My role as CPNE on ART 6West has contributed to multiple positive impacts including higher unit quality data.”

Caitlin M. Hooper, MSN, RN III, CMSRN



Developing an Innovative Model to Transform Practice at the Bedside

Leah Ramos, MSN, RN, CCRN-K, NE-BC; Patti Hart, DNP, RN, CPN, NE-BC
Medical University of South Carolina

BACKGROUND

In 2017, a medical center used the Clinical Nurse Leader (CNL) core competencies outlined by American Association of Colleges of Nursing to design a nursing role, Clinical Practice Nurse Expert (CPNE) for master's prepared nurses focusing on outcomes-based practice and quality improvement.

The medical center chose to develop CPNE roles as opposed to enlisting CNL degree-prepared nurses because of the shortage of CNL preparation programs in the area.

METHOD

CPNE role piloted on 9 inpatient units and 2 Emergency Departments.

Model: Split role between bedside and administrative responsibilities.

Goals: Improve patient outcomes; Provide bedside expertise; Retain Master's prepared nurses at the bedside; Decrease staff turnover.

Structured orientation and classes

Clinical Educator and Director of Nursing met with CPNEs every 2 weeks to evaluate orientation progress and establish quality goals.

CPNEs aligned outcome goals with those of the unit's Nurse Manager and Shared Governance council.

OUTCOMES



Teaching at the bedside is provided as needed at the unit level for complex and/or new procedures, product, and equipment relevant to the patient population.
Role development: New and current clinical ladder candidates are coached and supported to improve clinical care processes and outcomes.
Evidence-based Practice/Quality: Unit specific performance measures are utilized to assess and improve the delivery of evidence-based practices and promote outcomes that demonstrate delivery of higher-value care.
Competency Management: Unit based skills validators are trained in a consistent manner to ensure standardization of practice.

RESULTS



Cost Savings
\$614,574
In 6 months

CONCLUSIONS

In 6 months, CPNEs contributed significant improvements in patient outcomes.

Resulted in substantial financial return on investment.

Pilot expanded to ten additional units.

91% of CPNEs chose to reapply for permanent CPNE positions.

Turnover was not impacted during this six month pilot.

SUMMARY

The innovative CPNE model can be applied to both adult and pediatric inpatient and emergency departments.

Partnerships and collaboration with leadership and key stakeholders provide the support and guidance these emerging nurse leaders require to operationalize patient improvement initiatives.

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2. Clavo-Hall, J. et al. 2017. Roles enacted by clinical nurse leaders across the healthcare spectrum: a systematic literature review. *Journal of professional nursing*. 34 (4). 259-268.
3. Sage, L. & J. Harris. 2018. Nursing quality indicator outcomes in hospitals with a clinical nurse leader: a scoping review protocol. *JBI Database of systematic reviews and implementation reports*. 16 (4) 885-891.



ADVOCACY

For patients, families, the community and ourselves in all respects

ADVANCING APRN PRACTICE IN SOUTH CAROLINA

South Carolina ranked 44th in the nation in overall health and received an “F” according to the United Health Foundation’s 2018 health report card. Overall, South Carolina ranked 49th for cost of care, 41st for health outcomes and 32nd for access to care (Osby, 2018). Additionally, every county in South Carolina is designated as medically underserved, at least in part, according to the state Department of Health and Environmental Control. South Carolina is in crisis as it faces a critical shortage of primary health care providers. December 2017 findings reported South Carolina with 103 primary care health professional shortage areas and almost 31 percent of South Carolinians living in areas without sufficient primary care provider (PCP) support.

Advanced Practice Registered Nurses (APRNs) are well-positioned to address the physician shortage in primary care. APRN education focuses on two core foci of primary care, disease prevention and health management. APRNs have a long and recognized reputation of providing cost-effective, quality health care services, particularly to those in greatest need (Kurtzman & Barnow, 2017; Timmons, 2017; Yang et al., 2018). These practitioners can fill an important gap in our complex health care delivery system by increasing access to care. According to a recent report from the United Health Group, expansion of APRN scope of practice would decrease the number of patients living in a county with a PCP shortage from 44 million to 13 million nationwide.

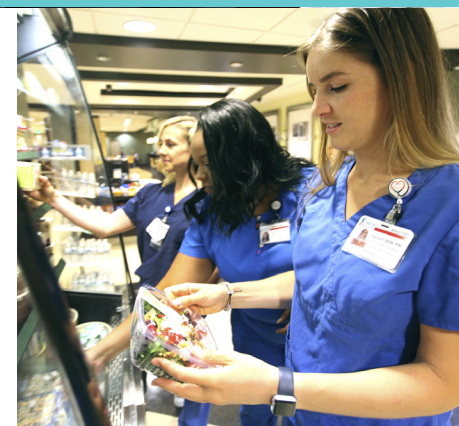
Senate Bill 345 was passed and signed into law by Governor McMaster May 18, 2018. It became effective July 1, 2018. This bill supports new regulations for APRNs practicing in South Carolina regardless of their clinical setting or designation. This law removes barriers that created a burden to practice and impeded the APRNs’ ability to provide care to citizens in all areas of the state. As a result of this statute, more APRNs will be able to work in rural communities and serve the citizens where they live and work. They will also be able to extend the reach of their care via telemedicine.

Representing MUSC, Paula Brooks, DNP, FNP-BC, MBA, RNFA, Director of Advanced Practice Nurses at MUSC and Kelli Garber, MSN, APRN, PPCNP-BC, Lead APRN for the Center for Telehealth were instrumental leaders in serving as advocates, participating in writing the language in the telehealth portion of the bill and influencing change in health policy in our state. The passing of this law is a turning point in history for APRNs to move toward practicing to the fullest extent of their education, license, training and experience. It will help to transform healthcare, improve access and achieve optimal health outcomes for all South Carolinians!



HEALTHY NURSES PROMOTE HEALTHY LIVING

Nurses work every day to improve the health of patients and about 75% of MUSC Health nurses admitted they put the patient's well-being and safety before their own. In fact, research has shown nurses get less sleep, more likely to be overweight and have higher levels of stress than the average American. This suggested nurses need to prioritize their own health and wellness before they can care for others. Nurses are well-positioned to have a significant influence on patients, families and colleagues. They have the ability to make great role models for health to each and every one they encounter.



In response to this, MUSC Health nursing leadership set out to create a nursing strategic plan that not only advances new knowledge, fosters innovation and embraces diversity but improves the health of MUSC nurses. Nursing leadership committed to integrating healthy living into the nursing culture. One tactic of the nursing strategic plan was for MUSC Health to partner with the American Nurses Association (ANA) Healthy Nurse Healthy Nation (HNHN) Grand Challenge. MUSC Health has partnered with the ANA and is leading the way as the first hospital in the U.S. to complete an ANA Sodexo nutrition pilot.

The nutrition pilot results showed that MUSC Health nurses improved their nutritional health by tripling their daily consumption of fruits and vegetable as part of the 60-day nutrition pilot that began in June and concluded in August. Post-pilot findings revealed that 17% of MUSC Health nurses now consume the five daily recommended servings of fruits and vegetables and 72% now consume three or more servings. MUSC Health also received a \$10K grant from the ANA to support additional opportunities to promote health and wellness.

“We are very proud of our nurses and staff who made the nutrition pilot a success.”

- Andrea Coyle, MHA, MSN, RN, NE-BC,
Professional Excellence and Magnet® Program Director

“MUSC Health nurses’ willingness to participate in the pilot and also engage in the planning phase by sharing details about their nutritional habits is the sole reason it was a success.”

- Bonnie Clipper, DNP, RN, MA, MBA, CENP, FACHE,
Vice President of Innovation at ANA

INTEGRITY

Providing relationship-based care by being worthy of the trust of patients, families and colleagues

MUSC HEALTH: A HOSPITAL SAFE ZONE

MUSC Health has a long and committed dedication to the safety of our patients, families, visitors and care team members, however, according to the Bureau of Labor and Statistics “incidents of workplace violence were four times more common in healthcare than private industry from 2002 to 2013” (BLS, 2013). When compared to other large sectors of workers, construction and manufacturing to name a few, these professions experienced fewer than two incidents of workplace violence per 10,000 workers, while health care workers experienced eight cases per 10,000 employees (BLS, 2013).

These incidents nation-wide contributed to an estimated cost of approximately \$2.7 billion to U.S. hospitals and health systems in 2016 with “\$1.5 billion of that directly tied to security and medical care for injured employees” (South Carolina Hospital Association [SCHA], 2018). It is the number one reason why nurses are forced to take time away from the job (BLS, 2013). Workplace violence (WPV) is a complex and dangerous occupational hazard facing many in today’s healthcare industry.

A recent study conducted among care team members at MUSC Health illuminated important findings and provided the opportunity for the organization to address the management of workplace violence towards our care team members. MUSC Health received 1200 responses from the study and of those the following are key findings:



63% reported experiencing a violent incident, assault or threatening behavior at work



68% reported verbal assault



45% reported physical assault



12% reported sexual assault



When asked, “If you saw or experienced a violent incident, assault or threatening behavior at work, did you report it?” 65% responded yes while 35% responded no.

The number one factor that influenced an individual reporting was the severity of the incident. Yet others believed that violence from patients, visitors and coworkers is often just “part of the job.”

The study also revealed 32% reported experiencing violence 1-3 times per year and 48% reported that they were uncertain whether MUSC had a program in place to address workplace violence.

These findings expedited the planning of a broad, zero tolerance WPV policy that leverages state-wide resources. When asked which types of training would be most beneficial for WPV prevention, respondents asked for de-escalation training. The Committee of Workplace Violence identified a gap in awareness and skill associated with the culture change. A program provided didactic, simulated training with an outside expert, Richard Cole, MS, NCACII, CEAP, MAC, CC5, and two simulated patients from the College of Medicine/Clinical Evaluation & Teaching department. The two-hour workshop involved care team members from “at risk” units and the simulated patients/family members in areas of verbal intimidation, physical intimidation and physical assault. The scenarios are created from actual events that occurred on the units.

MUSC Health is the first major hospital system in the State of South Carolina to adopt the South Carolina Hospital Association’s “Hospital Safe Zones” campaign with goals to create awareness, encourage reporting and increase a zero-tolerance policy across the health system. The “Hospital Safe Zones” campaign was launched December 15, 2018 with hope the campaign materials will educate and empower all MUSC Health care team members to be familiar and comfortable with the process. Though the topic is complex, the expectations are clear. WPV is not “part of the job” and will not be tolerated at MUSC Health, which will be a “Hospital Safe Zone” heading into the future.



CAMPAIGN HIGHLIGHTS

- Internal WPV website with a toolbox of materials to aid impacted workers
- Forthcoming, new reporting mechanism for non-clinicians to report incidents
- Training including but not limited to de-escalation techniques, MyQuest self-education modules, etc.
- Communication campaign to alert all MUSC employees and MUSC Health wide coverage to include campus TV monitors, campus bus internal systems and pop-up banners
- MUSC organizational support and actively pursuing prevention via posters and flyers featuring the MUSC Health CEO, Dr. Patrick Cawley, and Nurse Managers April Roscoe and Kim Curnell-Peen
- Special patient population material for the Children’s Hospital and the Institute of Psychiatry
- Inclusion in state-wide data tracking through the SCHA, which will provide year-end summaries on the state of WPV in South Carolina’s hospitals



INNOVATION

Encouraging new ideas and practices in all facets of work that lead to the continuous improvement of experiences and outcomes

PROMOTING HEALTHIER LIFESTYLES WITH APPLE TECHNOLOGY

Healthy nurses are essential to the health of our nation; part of MUSC Health's nursing strategic plan is to improve the health and well-being of nurses. As an innovative initiative, a nurse-led interprofessional team designed and implemented a pilot study to engage medical-surgical nurses using Apple technology to determine markers for improving wellness and promoting healthier lifestyles.

Nurses working on adult medical-surgical units with a personal iPhone were recruited to participate in the study. Up to 30 nurses who did not have an Apple Watch were loaned one for use during the study. Nurses enrolled in the study agreed to participate in at least two of the four study components which focused on stress and anxiety, acute illness, activity and breathing. Baseline data was collected from the 39 nurses enrolled in the study for 3 months before a health and wellness toolkit was introduced to the participants in January 2019. Leveraging the activities available through ImagineU in MyQuest as well as providing links to apps available for iPhones, the nurses determined what components, if any, they would use. Data collection continued for an additional 3 months after deployment of the toolkit.

Using a mobile app, participant responses on various instruments, including the Professional Quality of Life (ProQual) survey as well as standardized tools for collecting acute illness symptoms and stress levels, will be analyzed in conjunction with physiologic (heart rate) and activity data collected by the Apple Watch. The study aims include:

- **Use Apple Health Kit data and self-report to measure physical parameters (heart rate), perceived stress level, acute illness incidence and physical activity to assess the possibility of predicting stress response, acute illness and impact of wellness activities**
- **Demonstrate that the use of Apple technology and access to peer data comparisons will increase nurse self-awareness and responsiveness within their practice environment (measure of mindfulness)**
- **Demonstrate the feasibility of using modules within a previously developed application to tailor the user experience by engaging nurses in collecting personal health data and deploying techniques to improve wellness**
- **Compare the use of Apple technology between existing users and new users of an Apple Watch**





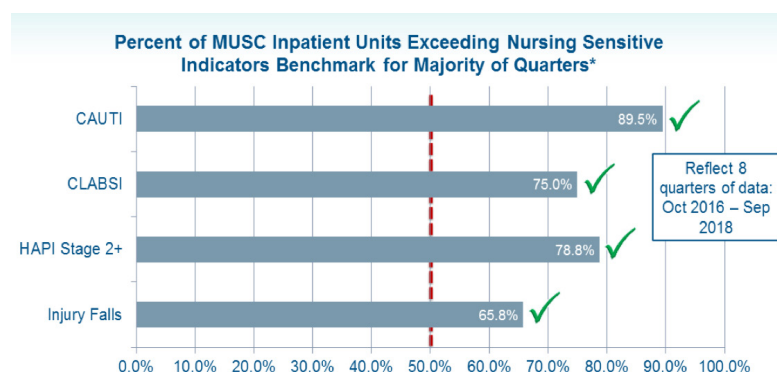
ACCOUNTABILITY

Demonstrating responsiveness to outcome measures and maintaining current knowledge in nursing practice

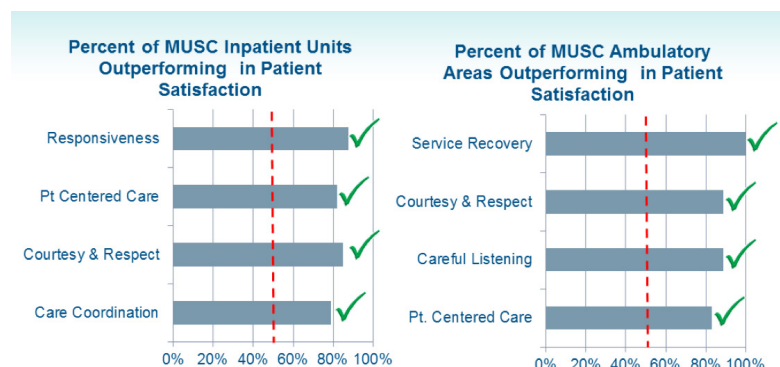
COMMITMENT TO EXCEPTIONAL PERFORMANCE

EXCEEDING NURSE SENSITIVE QUALITY INDICATORS

MUSC Health's commitment to high quality, safe care delivery is reflected by outperforming all four in-patient nurse sensitive clinical indicators. As a Magnet® designated hospital (2015) granted by The American Nurses Credentialing Center (ANCC), MUSC Health must satisfy a comprehensive set of criteria. Nurses at MUSC Health evaluate performance of nurse sensitive clinical indicators by national benchmarks comparisons. Nursing at MUSC Health is proud to be exceeding benchmarks for majority of quarters in inpatient units.



OUTPERFORMING IN PATIENT SATISFACTION



MUSC Health's commitment to patients first is reflected by outperforming in patient satisfaction of all nursing-related categories being measured for inpatient units and ambulatory care setting areas. Press Ganey survey tools are used to better understand how patients and their families view their experience with MUSC Health and to identify opportunities for improvement. MUSC Health's Magnet® designation (2015) demonstrates nursing's commitment to provide patients and their families with an exceptional experience.

MUSC HEALTH - NURSING STRATEGIC PLAN

FIVE KEY STRATEGIES FOR SUCCESS



PROMOTE A NURSING INFRASTRUCTURE THAT ALIGNS WITH THE PRIORITIES AND STRATEGIC INTENT OF THE ORGANIZATION.



DRIVE ADVANCEMENT IN INTER- AND INTRA- PROFESSIONAL COLLABORATION THROUGH PARTNERSHIPS



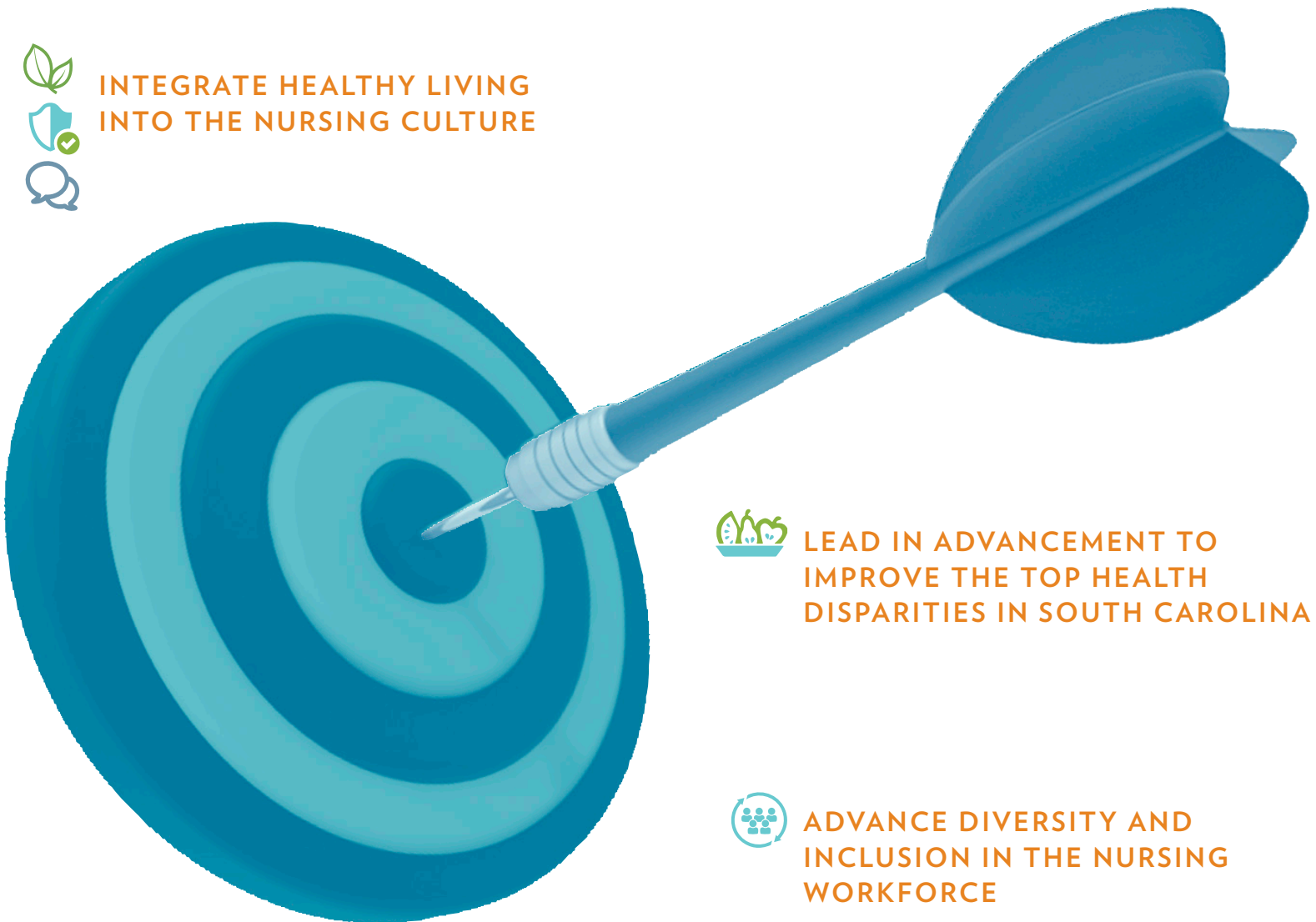
INTEGRATE HEALTHY LIVING INTO THE NURSING CULTURE



LEAD IN ADVANCEMENT TO IMPROVE THE TOP HEALTH DISPARITIES IN SOUTH CAROLINA



ADVANCE DIVERSITY AND INCLUSION IN THE NURSING WORKFORCE



OUR GOALS



- Access to convenient & affordable wellness programs



- Care environment is safe



- Emotional care for our staff



- Grow staff from novice to expert while preserving the tenets of the profession



- Nursing staff will be respected & appreciated partners in inter- and intra- professional patient care delivery



- Decrease variability in training, onboarding, and care coordination



- Leading in development & implementation of innovative staffing models which meet the needs of patients, care team members and institution



- Build healthy communities



- Our nursing workforce reflects the patient population that we serve

ABOUT MUSC HEALTH

As the clinical health system of the Medical University of South Carolina (MUSC), MUSC Health is dedicated to delivering the highest quality patient care available, while training generations of competent, compassionate health care providers to serve the people of South Carolina and beyond. Comprising some 1,600 beds, more than 100 outreach sites, the MUSC College of Medicine, the physicians' practice plan, and nearly 275 telehealth locations, MUSC Health owns and operates eight hospitals situated in Charleston, Chester, Florence, Lancaster and Marion counties. In 2018, for the fourth consecutive year, U.S. News & World Report named MUSC Health the number one hospital in South Carolina.

To learn more about clinical patient services, visit <http://muschealth.org>.

Founded in 1824, MUSC and its affiliates have collective annual budgets of \$3 billion. The more than 17,000 MUSC team members include world-class faculty, physicians, specialty providers and scientists who deliver groundbreaking education, research, technology and patient care.

For information on academic programs, visit musc.edu.



Changing What's Possible