

# Memorial Hermann Northeast Hospital Nursing Accomplishments Report

FY22: JULY 1, 2021 – JUNE 30, 2022



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# Message from the Senior Vice President and System Chief Nursing Executive

Where can you see the face of Memorial Hermann Health System’s commitment to advancing health and personalizing care? It’s in our nurses—approximately 12,000 highly skilled and dedicated professionals who bring their special touch of empathy and expertise to patients throughout Greater Houston each day.

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

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

At the very heart of that experience is our remarkable nursing staff, consistently recognized for commitment to excellence, including *Magnet*® recognition from the American Nurses Credentialing Center® (ANCC). Seven hospitals are recognized; three more anticipate site visits in 2023. *Magnet* is a reflection of nursing professionalism, teamwork and distinction in patient care.

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

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

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

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

Appreciatively,



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

# Message from the Northeast Vice President and Chief Nursing Officer

The year-plus that I have served Memorial Hermann Northeast Hospital as chief nursing officer has been an honor and a pleasure—a year filled with joy, challenge and significant accomplishment. I am continually inspired and impressed with our nurses’ strength, resilience, compassion and kindness as we have pushed limits, embraced change, thought of new and creative ways to improve practices and found better approaches to nursing excellence.

I want to celebrate a few of the past year’s achievements, including:

- Adopting a new System Professional Practice Model (PPM).
- Outperforming the National Database of Nursing Quality Indicators (NDNQI) for central line-associated bloodstream infection (CLABSI) and catheter-associated urinary tract infection (CAUTI).
- Decreasing the CLABSI rate.
- Graduating 51 new nurses from the Nurse Residency Program.
- Supporting 594 nursing students.

One of the most significant accomplishments was implementing an enhanced systemwide Professional Practice Model (PPM), our guide to achieving the high-quality patient care that drives everything we do. Thousands of times each day, when our nurses incorporate PPM into patient care, they demonstrate their commitment to professionalism, safety and excellence.

Another of the hallmarks of the past year has been a high level of engagement, creating a supportive culture that nurtures professional growth. One way is through shared governance, which gives our nurses an opportunity to lead and share their voices. Shared governance demonstrates the strength of our nurses and their colleagues, while it increases empowerment for all.

I’d like to express my gratitude to every member of the Memorial Hermann Northeast nursing staff for the care they provide and their dedication to patients, each other and the community we serve. They embody Memorial Hermann’s service standards of safety, caring, personalization and efficiency.

I am truly honored to be CNO and look forward to the future of Memorial Hermann Northeast!

Appreciatively,

*Donna Beecroft*



**Donna Beecroft MSN, RN, NE-BC**  
Vice President and Chief Nursing Officer  
Memorial Hermann Northeast

# Our Nurses



592

Number of Nurses



23.88%

Percentage of Certified Nurses



28.52%

Percentage of Professional Nurse Advancement Program Participants



16

Number of EBP/Research Projects



43%

Percentage of RNs with >5 Years of Experience



67.73%

Percentage of RNs with BSN or Higher Degree



51

Number of Nurse Residents and Nurse Fellows



# Memorial Hermann Northeast Nursing Professional Practice and Delivery Model

Recognizing the complexity and unpredictable nature of the work of nursing, Memorial Hermann Northeast adopted a Nursing Care Delivery Model and Professional Practice Model (PPM) to define how nurses practice, collaborate, communicate and develop professionally.

## Nursing Mission

To create exceptional patient experiences by fully recognizing our tremendous potential to positively impact the patient experience and outcomes and inspire others to do the same. To make a difference with the smallest acts of kindness and compassion through excellence in nursing practice, leadership, research, education, innovation and caring.

## Nursing Vision

Excellence in Nursing

## Nursing Professional Practice Model (PPM)

Memorial Hermann Northeast's Professional Practice Model (PPM) was developed by the System Magnet Collaborative Council to standardize all Memorial Hermann locations. In FY22, nurses at all levels from throughout the system redesigned the nursing PPM to create a model that describes professional nursing systemwide and guides nurses to provide and maintain safe, clinically competent nursing practice.



# Nursing Professional Practice Model

## Core Values

### Community

We serve our diverse community with a focus on quality and patient safety.

### Compassion

Through diversity and inclusivity, we care for everyone with kindness and respect.

### Credibility

We provide credible evidence and research to improve quality of care and patient outcomes.

### Courage

We have courage to advance and grow professionally through leadership and governance.



## Nursing Philosophy

- A professional practice model (PPM) depicts nursing values and defines the structures and processes that support nurses to empower and optimize their own practices in the delivery of quality care.
- A PPM is a conceptual framework that enables nurses in our organization to envision and communicate their practices.

## Nursing care Delivery Model

Patient- and family-centered care is our nursing care delivery model. It allows our nurses to assess, plan and implement care by collaborating with diverse patient populations and their families to provide safe care in a high-reliability organization.

## Vision

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

## Theory of Human CARING: Jean Watson

A relational caring for self and others, based on a moral/ethical/philosophical foundation of love and values that is mutually rewarding to the patient and the nurse.

# 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.

## CNO Nursing Officer (CNO) Visibility

- **CNO Newsletter “Pathway & Magnet Bound”** provides the latest news on nursing and clinical-care practice and recognizes accomplishments.
- **Coffee with the CNO:** Coffee and conversation connecting the CNO and staff to foster open communication regarding nursing practice and other topics. The CNO also visits individual units to promote and maintain staff engagement.
- **Shared Governance Collaborative (SGC):** The monthly SGC meeting, which is attended by the CNO, is a forum allowing shared decision-making between hospital council leaders and the Unit Practice Council (UPC). This committee provides meaningful discussion and collaboration regarding key issues and includes opportunities to make innovative improvements.
- **Preceptor Appreciation Lunch:** The CNO and unit leaders provide lunch bi-annually to preceptors who train and coach all new onboarding nurses, newly graduated nurses and student nurses.

## Charge Nurse Classes

Quarterly four-hour classes for newly appointed charge nurses offer the necessary skills and knowledge they need to be successful in the transition from a bedside role to a charge nurse role. This fiscal year, 24 charge nurses attended the classes.

## Women Leaders of Memorial Hermann

Memorial Hermann Northeast is proud to participate in the Women Leaders of Memorial Hermann, an organization for manager-level staff. The Women Leaders group hosts a variety of events, including professional development, networking and community volunteer activities. Additional benefits of membership include participation in mentoring circles and one-on-one access to mentoring opportunities with other women leaders in the Memorial Hermann Health System.

## Crucial Conversation Class

This class, led by the CNO, shows unit managers and directors how to create safe spaces where difficult topics and workplace issues can be discussed. Crucial Conversation classes help leaders learn and grow as they develop important communication tools for addressing conflicts and concerns, while fostering the clinical team community. A total of 36 leaders attended this class during FY22.

# Structural Empowerment

Structural empowerment creates a positive culture of open and effective communication with collaborative members of the health care team. This facilitates quality patient care with education and empowering nurses to invest in personal and professional commitment to the organization and the community.

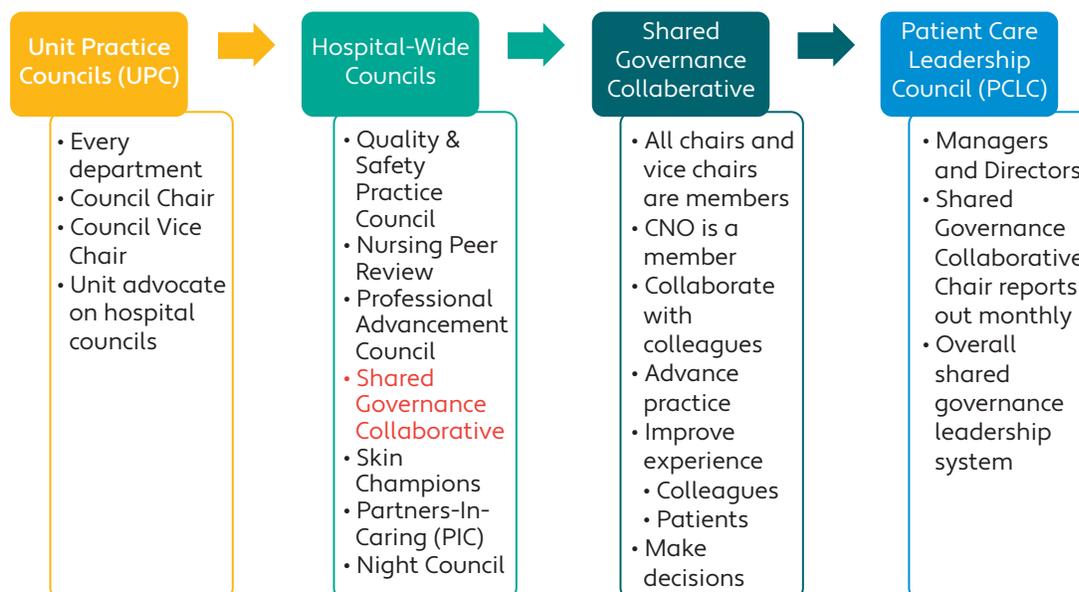


## Shared Governance

This year, Memorial Hermann Northeast restructured its shared governance model, which now consists of seven hospital-wide councils. This collaborative approach supports interprofessional leadership from every level of the organization. Unit Practice Council (UPC) leaders facilitate communication needs from the bedside staff of every department to the hospital-wide councils, each of which has its own bylaws, goals and members.

All council leaders of unit-based and hospital-wide councils meet with the CNO in the Shared Governance Collaborative meeting, where teams discuss various projects, concerns or ideas. Recommendations advance to the monthly meeting of the Patient Care Leadership Council (PCLC), which comprises patient care directors from various departments and disciplines. In FY22, 135 people were active in this shared governance process.

## Shared Governance Model



### Nurse Residency Program

Memorial Hermann Northeast’s Nurse Residency Program continued to grow, with 51 new staff nurses completing it in FY22. This program transitions newly graduated nurses into their new environment and gives them an opportunity to spend time working with their colleagues on an evidence-based practice project.

### Professional Development

Memorial Hermann Northeast hosted a series of evidence-based practice (EBP) courses and events with the support of Memorial Hermann Health System nurse scientist JoAnn Mick, PhD, RN-BC, NEA-BC. A total of 16 clinical staff members from Memorial Hermann Northeast completed the six-month program, culminating with poster presentations and internal dissemination of project plans.

### Competency Validation and Continuing Education

At Memorial Hermann Northeast, accommodating the continuing education needs of nurses is an ongoing

process assessed through a variety of measures. While some continuing education requirements are regulatory, others meet the specific needs of a unit, patient population or individual nurse. Ultimately professional development for nurses and staff, including advancing knowledge, competency, attitudes and behaviors, ensures high-quality care and service to patients, families and the community we serve.

### Professional Nurse Advancement Program

The Professional Nurse Advancement Program (PNAP) is guided by Memorial Hermann Northeast’s mission, vision and values and the American Nurses Association (ANA) *Nursing: Scope and Standards of Practice*® manual. The theoretical framework for the PNAP is built on nursing theorist Dr. Patricia Benner’s stages of expertise, in which recognition is achieved by progressing through stages from a novice to an expert. The PNAP program consists of two levels: PNAP-P (Proficient) and PNAP-E (Expert), recognizing nurses and elevating their professionalism.



# Exemplary Professional Practice

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

## Employee Engagement and Patient Satisfaction

A healthy and productive work environment is a priority at Memorial Hermann Northeast. Employee survey results from FY22 showed that employees vigorously do things to improve patient safety, believe that they are treated with respect and feel that different perspectives, backgrounds and experiences are intentionally utilized to improve ways of working. Further highlights from the survey centered on the hospital's commitment to workforce diversity and professional development opportunities.

In FY22 Memorial Hermann moved to Qualtrics® to measure and help improve patient experience. The online patient satisfaction survey collects real-time, critical patient feedback and identifies gaps for quality improvement.



## The Memorial Hermann Experience

The Memorial Hermann Experience, a new service framework launched in 2021, consists of four service standards that create extraordinary experiences for employees, patients and communities. All employees go through a 90-minute "Navigating the Memorial Hermann Experience" training session where they learn how to make decisions that lead to providing exceptional service and care every minute of every day.

## Certified RN

Memorial Hermann Northeast values certified nurses who are clinical specialists and meet the highest standards in their practice areas. Memorial Hermann offers fee reimbursement for all nursing specialty certification exams and participates in the Success Pay Program® of the ANCC, allowing nurses to take other specialty certification exams without paying fees.

## Advanced Degrees

Because Memorial Hermann encourages employees to enhance their careers through educational advancement, in FY22 the system expanded education benefits for employees who want to earn advanced degrees. The *Learn Well Education Assistance and Advisory Program* provides financial assistance that enables employees to meet career goals in a manner that both supports individual needs and adds value to the organization. Part-time and full-time clinical employees can claim up to \$5,250 per fiscal year toward covered expenses.

*Student Loan Repayment Program* benefits were added for employees who have already reached their educational goals. This program, which is administered through a third-party vendor, helps repay educational loans from federal, state and private sources. Part-time and full-time clinical staff can claim up to \$4,800 per year toward covered expenses.

# New Knowledge, Innovations and Improvements

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

## EBP Program

Memorial Hermann Northeast offers an evidence-based practice (EBP) program, led by System Nurse Scientist Dr. JoAnn Mick. The six-month program introduces participants to clinical inquiry through developing a PICO (patient/population, intervention, comparison and outcomes) question, conducting literature searches, evaluating evidence and completing an evidence summary table, identifying a practice recommendation, developing a poster of the project plan and sharing the project plan. Participants are given the option, based on common project ideas, to work in groups or independently. In FY22, 51 people graduated from the program.

## Surgical Case Tracking App for Improved Customer Service

Memorial Hermann Northeast began using an optional application service with a HIPAA-compliant platform. Adopted in FY22 by the perioperative unit, the app allows staff to easily and securely update a patient's family members on the progress of a surgical case. This enhances communication with relatives and improves patient experience. The surgical unit patient experience score increased after six months of using the new tracking app.



### Integrated Vital Sign Monitoring Linked to the EMR

Memorial Hermann Northeast implemented new integrated vital signs monitors in FY22. This equipment allows both spot-check and continuous vitals from the device to flow directly into the electronic medical record (EMR), making the data accessible from anywhere in the hospital. The connectivity between the vital signs equipment and the EMR reduces the need for multiple log-ins, increasing the accuracy of data and provides clinicians with the most current patient information. It also allows them to spend less time documenting and more time with their patients.



### iGenerate

Cheryl Leon BSN, RN, CCRN, PCCN, submitted an idea to the iGenerate Council that started in the intensive care unit and is being adopted in other areas at Memorial Hermann Northeast. When someone passes away, the unit displays a sign and uses simulated battery-powered candlelight at the unit station. The sign and lighting remind staff and visitors to be mindful of noise levels and respectful of others' privacy. Cheryl was awarded the "Idea of the Quarter" and honorable mention for the System Spring Campaign.

### Bedside Mobility Assessment Tool (BMAT)

This nursing tool, which recommends equipment for safe patient transfer and mobility, was proposed for implementation by the Quality & Safety Council (QSPC) and the Patient Care Leadership Council (PCLC). It helps nurses determine the optimum equipment, based on an assigned BMAT level, to use for each type of task. The BMAT is a reliable tool for preventing patient fall



# Empirical Outcomes

By utilizing empirical outcomes, nurses can advance their practice, achieve positive patient and nursing satisfaction and improve nursing-sensitive quality indicators to ultimately improve patient health.

Memorial Hermann Northeast benchmarks nurse-sensitive quality indicators and continues to use the National Database of Nursing Quality Indicators (NDNQI). The measures tracked include falls with injury, catheter-associated urinary tract infection (CAUTI), central line-associated blood stream infection (CLABSI) and hospital-acquired pressure injury (HAPI). The campus goal is to lead the nation in quality indicators and exceed the mean of other comparable facilities.



## Wound Staging Assistant Tool

Wound care nurse Derek Williamson, MSN, RN, WOCN, and the wound care team created a wound-staging assistant tool to assist bedside nurses to easily stage pressure injury. He presented the concept to the Skin Champion Committee and Quality & Safety Practice Committee (QSPC) and received approval for its use on the campus by the Patient Care Leadership Council (PCLC) in FY22. Qualitative feedback from nursing staff revealed that the tool improved nurses' comfort with wound staging.



## Fall Task Committee

A Fall Task Committee launched this fiscal year includes representation from each unit or department. The committee, chaired by Daniel Trichel, BSN, RN, shares fall prevention-related ideas and creates action plans, one of which was to conduct monthly unit rounding using a survey tool. The purpose of the survey tool is to monitor high-risk fall patients. The tool provides on-the-spot education to all bedside nurses related to fall assessment scores and implementation of appropriate fall prevention, like bed alarms and telesitter technology.



The project team visited stroke coordinators and unit charge nurses at other Memorial Hermann campuses to collaborate and review their thrombolytic administration processes. The team:

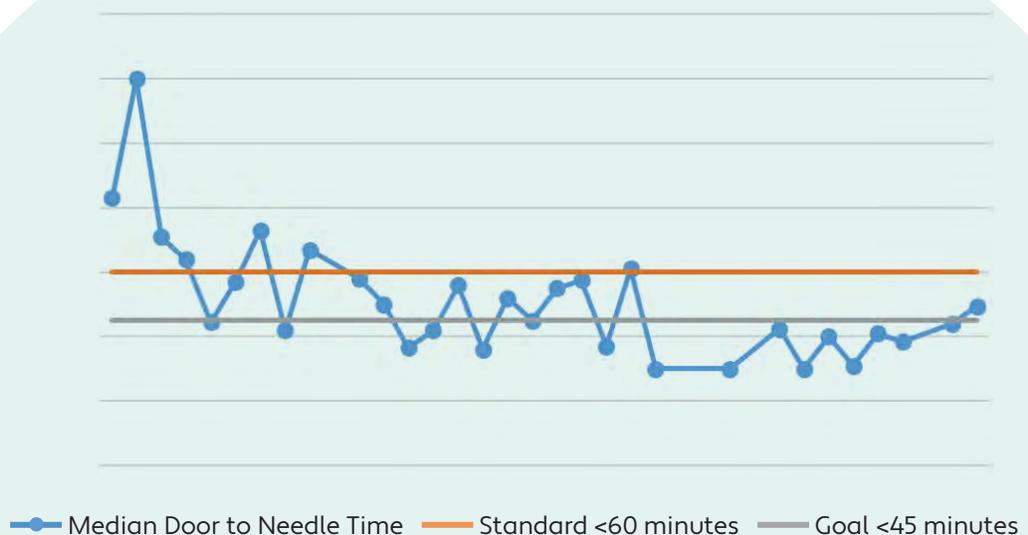
- Implemented multidisciplinary teamwork with clear roles and communication
- Provided transparency with data and times to the staff, allowing real-time input from bedside caregivers
- Gave positive reinforcement and recognition to keep the staff motivated and engaged in the process

The team successfully reduced D2N time and its poster won first place for Clinical Excellence in the Memorial Hermann *Quality Improvement Expo*.

### Improving Thrombolytic Administration Times in the Emergency Department—Door-to-Needle Time (D2N)

Jo Winkler, BSN, RN, SCRNP; Florence Bolin, BSN, MBA, RN, NEA-BC; Jennifer Cole, BSN, RN, CEN, NE-BC; Avni Kapadia, MD; and Jose Luis Martinez, MD, wanted to reduce door-to-needle time (D2N) in the emergency department. The group’s goal, based on targets established by the American Heart Association and American Stroke Association, is to administer thrombolytics 50% within 45 minutes and 75% within 60 minutes.

#### 2019-2021 Door to Needle Time



# Excellence in Nursing

Nursing awards and recognition are a significant part of professional development. As our nurses continuously strive to excel in their profession, we want to acknowledge and celebrate their many achievements along the way.



## DAISY Award® for Extraordinary Nurses

The DAISY (Diseases Attacking the Immune System) Award® is an international recognition program honoring 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 the autoimmune disease idiopathic thrombocytopenia purpura (ITP) in 1999. When he died, his family felt compelled to say “thank you” to nurses in a very public way for the amazing care they experienced.

Each month, DAISY Award winners are celebrated among their peers and presented a DAISY statue, badge pin, certificate and fresh cinnamon rolls. The award represents the significant contribution nurses make to the lives of patients, families and community members.

## Memorial Hermann Northeast's 2021-2022 DAISY honorees:

Monique Beck, BSN, RN; Natalia Ramirez, RN; Calvin Jones, BSN, RN; Mitchell Blien, BSN, RN, PCCN; Faith Ornado, BSN, RN; Krislyn Perkins, RN; Brian Bogolea, RN; Ray Javier, RN; April Harris, BSN, RN; Jinky Terry, RN; Tan'ja Keaton, RN; and Maegan Harwell, RN

Memorial Hermann Northeast also awards the annual DAISY Team and DAISY Nurse Leader Awards during National Nurses Week in May.



## DAISY Team Award

The DAISY Team Award honors effective collaboration by two or more people, led by a direct-care nurse, who provide exceptional care or create a memorable experience by going above and beyond their traditional duty requirements.

Memorial Hermann Northeast presented the 2022 Team DAISY Award to the **Smooth Operators** (OA Team). During the pandemic surge, the OA team skillfully managed complex daily staffing challenges, addressed family concerns, ensured patient safety and collaborated with physician partners on a variety of needs. They handled an increased quantity of rapid responses and codes, while professionally and empathetically supporting family members who were dealing with the potential, or even actual, loss of a loved one.



Cristina Bedoya, BSN, RN; Mitchell Blien, BSN, RN, PCCN; Florence Bolin, BSN, MBA, RN, NEA-BC; Heather Cruz, BSN, RN; Juan Cruz, MSN, RN; Harold Engle, MSN, RN; Rachel Krajnovich, MSN, RN; Charlotte LeBlanc, BSN, RN; Stacy Nigliazzo, MSN, RN, CEN; Amy Padula, BSN, RN, CCRN; and Marlee Trahan, MSN, RN



### DAISY Nurse Leader Award™ Winner

Executive leaders, middle managers, educators and preceptors who supervise outstanding direct patient care nurses fully support recognition for their direct care staff and understand the value of celebrating the impact staff have on the patient experience.

Memorial Hermann Northeast presented the 2022 DAISY Nurse Leader Award to Jennifer Braren, BSN, RN, CEN, NE-BC, clinical manager of the main Emergency Center. Jennifer’s nomination demonstrated how she fully supports her entire ER team. According to her ER staff, “Jennifer is an exceptional and rare leader and we are very proud to be working with her.” Jennifer creates a “family at work,” where she cares and communicates honestly, and she is not afraid to jump in and help when her staff needs an extra hand, especially during the pandemic surges.

Jennifer was also recognized as one of the Top 5 in *Houston Chronicle’s Annual Salute to Nurses 2021*.

### Nursing Excellence Award

Every year, Memorial Hermann Northeast recognizes nurses for the outstanding work they do in caring for patients and sustaining a culture of memorable experiences and overall excellence. This peer-nominated recognition program is managed through the hospital’s Administration, Human Resources and Partners in Caring teams. The FY22 Employee Excellence Award Winner in Nursing was float pool nurse Chibuzo Okereke, MSN, RN, NP-C.

### Good Samaritan Foundation

The Good Samaritan Foundation Excellence in Nursing Awards recognize nurses who are leaders at the bedside, offering extraordinary and compassionate care and service. Nurses are nominated by their peers for their passion, leadership, mentorship and service to Texas communities. Rather than degrees, certifications and research, the foundation focuses on stories of the work nominees do to serve patients, families, employees and students.

Congratulations to Memorial Hermann Northeast’s 31 nurses who won *Bronze Excellence in Nursing Awards in FY22*.

### Good Samaritan Bronze Winners 2021

- Yolanda Adelman, BSN, RN
- Jesus Aguilar, RN
- Airra Anucilla, RN
- Pam Babineaux, BSN, RN
- Tashiki Bonton, RN
- Karen Borromeo, BSN, RN
- Jennifer Braren, BSN, RN, CEN, BC-NC
- Lorraine Carrier, BSN, RN
- Jessica Castaneda, BSN, RN
- Anh Thu Chen, RN
- Emily Clause, RN
- Jennifer Cole, BSN, RN, NREMT, CEN
- Imelda Duterte, MSN, RN, CCRN
- Matietta Ervin, BSN, RN
- Emma Gomomit, RN
- Jimmie Hammel, RN-BC
- Myrtle Jules Massicott, MSN-ED, RN-BC, SCRNP
- Don Karamihan, BSN, RN
- Juanita Lambert, BSN, RN
- Cheryl Leon, BSN, RN, PCCN, CCRN
- Mercedita Navisaga, BSN, RN
- Maria Paguio, BSN, RN, CCRN
- Jennifer Pepito, BSN, RN
- Laureana Policher, BSN, RN, CCRN, CMSRN, CRRN
- Chelsea Rea, BSN, RN
- Karen Reglitz, BSN, RN
- Marilyn Rivera, RN
- Rochelle Saldana, RN-BC
- Rufalina Sendiong, BSN, RN, CCRN
- Kathy Westbrook, RN
- Tori Wilson, BSN, RN





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