

# NURSING

2015 Annual Report | Providence St. Patrick Hospital





## OUR MISSION

As people of Providence, we reveal God's love for all, especially the poor and vulnerable, through our compassionate service.

## OUR CORE VALUES

Respect, Compassion, Justice, Excellence, Stewardship





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# WELCOME

## by Chief Nursing Officer



**Joyce Dombrowski,**  
MHA, RN, CENO, CPH  
Chief Operating Officer,  
Providence St. Patrick Hospital  
Regional Chief Nursing Officer,  
Western Montana Region

Dear Colleagues:

2015 was a very busy year at Providence St. Patrick Hospital. In the midst of high volumes and a brisk pace, nurses worked to improve nurse sensitive quality outcomes, patient satisfaction with nursing care, nursing engagement, application of evidence, and innovation. They cared for patients with compassion and skill. Now halfway through our first Magnet designation, we have continued to learn together how to improve our practice and deliver the highest quality care to our patients and community.

I wish congratulations to our fellow Providence ministries who have been re-designated as Magnet hospitals in 2015: Providence St. Peter in Olympia, Washington, and Providence Portland Medical Center in Portland, Oregon. We learn much from the fine work being done at our sister hospitals.

Several highlights from 2015 include:

- Education for all staff on being a High Reliability Organization, ensuring safe and reliable practice through better communication and accountability.
- Initiation of the Daisy Awards, which honor the excellent care provided by nurses through statements and thanks from patients and families.
- Several nurses have been involved at the system level to design and set standards for the exciting Providence Nursing Institute, which will help drive Providence Nursing to be the "Best in the West."

- We submitted our interim Magnet report to the American Nurses Credentialing Center, demonstrating our commitment to excellence and to continuing our Magnet journey.
- St. Patrick Hospital is now represented on the State Board of Nursing, as I was asked to serve on the full board as well as the Screening Panel.

Nursing is not easy work. It takes heart, intelligence, courage, persistent and commitment. Nurses at St. Pat's have shown these characteristics in the many ways they provide excellent care, while helping to create and maintain a healthy practice environment. As we work together to care for our patients and also ourselves, we will continue to reach higher toward these goals.

Thank you to each and every nurse for your ongoing commitment, willingness to address gaps, energy and caring, as we become highly reliable and highly caring too. Thank you for the care you share with our patients and their families each day.



- Joyce Dombrowski, RN, MHA, CENP** . . . . . Chief Acute Services Officer, Providence St. Patrick Hospital  
Regional Chief Nursing Officer, Western Montana Region, Providence Health & Services
- Carol Bensen, MSN, RN** . . . . . Senior Director, Critical Care Services, Providence St. Patrick Hospital
- Janelle Huston, MSN, RN** . . . . . Senior Director, Medical/Surgical Services, PMG and Population Health
- Sarah Nurse, RN, BSN, MHA, CPHQ** . . . . . Senior Director, Surgical Services, Quality and Safety, Western Montana
- Kathy Schaefer, MSN, RN, MCMA** . . . . . Regional Director, Women’s Health/OB/L&D
- Carol Knieper, BSN** . . . . . Regional Director, Clinical Informatics
- Samantha Hoogana, BSN** . . . . . Clinical Nurse Manager, Surgical/Pediatrics & Resource Pool
- Sara Anderson, BSN** . . . . . Assistant Nurse Manager, Surgical/Pediatrics & Resource Pool
- Sarah Furtney-Cardy, BSN** . . . . . Clinical Nurse Manager, Medical Oncology
- Angela Miller, BSN** . . . . . Assistant Nurse Manager, Medical Oncology
- Lindsay Dahlseid, BSN** . . . . . Clinical Nurse Manager, Cardiology
- Erica Hansmeyer, BSN** . . . . . Assistant Nurse Manager, Cardiology
- Rochelle Schmauch, BSN** . . . . . Clinical Nurse Manager, Neuro Ortho
- Ahna Coate, BSN** . . . . . Assistant Nurse Manager, Neuro Ortho
- Dawn Rohrbach, BSN** . . . . . Clinical Nurse Manager, ICU
- Nicole Marks, MSN** . . . . . Assistant Nurse Manager, ICU
- Leanna Ross, BSN** . . . . . Clinical Nurse Manager, Neurobehavioral Medicine
- Darcy Stucke, BSN** . . . . . Clinical Nurse Manager, Inpatient Rehab.
- Janet Jacobson-Glassy, BSN** . . . . . Clinical Nurse Manager, International Heart Institute, Cardiology & Anti-Coag Clinic
- Pam Estill, MSN** . . . . . Nurse Manager, Quality
- Kelly O’Brien, BSN** . . . . . Clinical Nurse Manager, OR
- Jenna Hendrickson, BSN** . . . . . Clinical Nurse Manager, Day Surgery
- Vivian Sularz, BSN** . . . . . Clinical Nurse Manager, PACU, Endo
- Anne Hoppie, MSN** . . . . . Clinical Nurse Manager, Outpatient Chemo
- Krissy Lowery, BSN** . . . . . Clinical Nurse Manager, Emergency Dept.
- Lorri Anderson, BSN** . . . . . Clinical Nurse Manager, L&D

# A B O U T

## Us

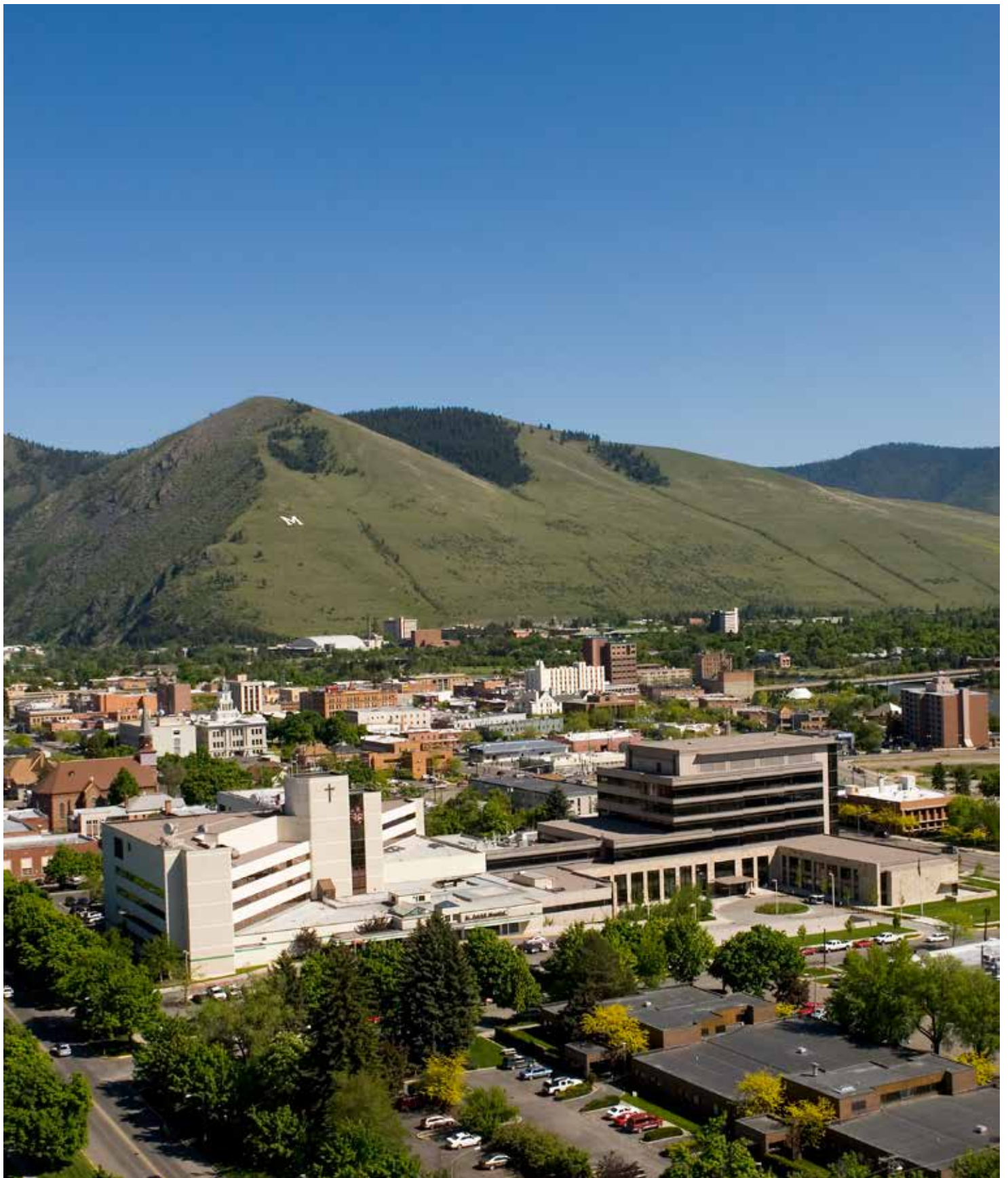
Providence St. Patrick Hospital in Missoula, Montana is the first ministry founded by the Sisters of Providence in 1873. We are currently a 253 licensed bed ministry serving western Montana and beyond. We are a Magnet-designated ministry as well as a Level II Trauma Center and an Accredited Stroke Center.

St. Patrick Hospital provides superior care in cardiology and cardiothoracic surgery, trauma and emergency services, neurobehavioral medicine, neurology and neurosurgery, oncology, orthopedics, general surgery,

weight loss and bariatric surgery. The hospital also offers wellness programs such as diabetes, wound care, and comprehensive laboratory and diagnostic imaging services.

Our Mission and Core Values of Respect, Compassion, Justice, Excellence, and Stewardship guide the work of our staff. Our nurses live the practice model and care delivery model that they designed.

We have a 63 percent BSN rate among the units measured. In those same units 49 percent of our direct care nurses are certified.





**NURSE**  
**Participation**

Nurses participate in multidisciplinary Value Stream teams improving quality, patient satisfaction, throughput and reducing cost. Here are some highlights of accomplishments by our Inpatient Value Stream team in 2015:

- Improved Press Ganey Likelihood to Recommend patient satisfaction scores
- Improved average patient discharge times
- Improved Press Ganey cleanliness of hospital environment patient satisfaction scores
- Reinstitution of bedside report
- Improved critical result compliance
- Institution of noise reduction program and noise champions





*Erin Ward-Barney, RN and Janice Sellers, RN check an infusion pump during bedside report.*



**SHARED**  
**Governance**

St. Patrick Hospital has a long history of shared governance. Our shared governance councils are always hard at work. As well as coming together in larger groups, unit-specific issues are worked on in unit-based councils (UBC).

- The Nursing Excellence Council provided information and education about ongoing Excellence initiatives and our journey to Magnet re-designation.
- The APRN Council worked on getting an advanced provider placed on the Providence Medical Group leadership council to represent nurse practitioners and physician assistants.
- The Professional Development Council developed the Professional Development Resource Sheet and worked with administration to get ANCC Pain Certification added to list of approved certifications for staff to receive certification pay.
- The Clinical Performance Council developed nutrition labels for snacks on inpatient unit refrigerators with carbohydrate counts for diabetic insulin coverage; implemented order set in Epic for comfort medication orders; and reviewed and updated multiple nursing policies.
- The ICU Council implemented an information wheel for UBC members to disseminate information to peers.
- In October, three nurses and two nursing leaders attended the Magnet Conference in Atlanta. Each came back and gave their presentations to leaders and nurses with the goal of instituting some of these practices at St. Patrick Hospital. One recommendation from Kelci Apland led to the improvement of the Clinical Nursing Dashboard so nurses could easily view their units' patient satisfaction, fall, pressure ulcer rates, CLABSI and CAUTI rates.



*Top, left to right:* Carol Bensen, MSN RN, Heidi Hill-Picchiatti, RN, Lauren Swanson, BSN, RN, Rochelle Schmauch, BSN, RN, Amy Van Cleave, BSN, RN, Megan Hamilton, BSN, RN, Mary Rolston, BSN, RN, Kelly O'Brien, BSN, RN  
*Bottom left (left to right):* Rob McCrea, BSN RN; Kelci Apland, BSN RN; Sarah Brown, BSN RN; Kelly O'Brien, BSN RN; Carol Bensen, MSN RN  
*Bottom right, front row (left to right):* Eileen Rouns, RN, Chelsey Miller, RN, Amber Mading, BSN, RN, Barrett Campbell, RN;  
*Back row (left to right):* Nicole Marks, BSN, RN, Kolbi Beneitone, RN, Angela Hinman, RN, Shay Baker, RN, Sara Blackwell, RN, Amanda Lindstrom, BSN, RN



# A W A R D S and Recognition

## DAISY Awards 2015

In late 2015, the Shared Governance Healthful Practice Council instituted the quarterly DAISY Award. The DAISY Foundation partners with healthcare organizations to honor nurses who define patient and family centered care.

Our first award in Q3 2015 went to Faline Robbins, BSN, 5North. This is what was written by a patient's husband that garnered Faline this award:

*"Faline took the time to talk to me while my wife was in her care with end stage metastatic breast cancer. She was loving*

*and caring toward my wife. She took a few moments every time to hold her hand and talk to her - telling Joni what she was going to do prior to the act (my wife was totally unresponsive the whole time). Faline made me feel that Joni was the most important person in her life and by association, so was I. My comfort was just as important to her as her patient. Faline took the time to explain medication doses and was willing to answer all my questions concerning end-of-life comfort and care. Though my wife was end stage, Faline had no hesitation helping with shingles care. In fact she willingly shared some of her personal history with me to help me feel more at ease while tending to her outbreak."*



Our Q4 award went to another wonderful nurse: Barrett Campbell, BSN, ICU. This is what was written about Barrett by a brother of a patient:

*"My brother was life flighted into Missoula from Butte. All of the nurses and staff were excellent. My brother was moved from the ER to ICU. Barrett came out and greeted my Mom and me. She then brought us back into the room and explained everything to us and answered all of our questions. It was very late and she tried to call and make arrangements in a hotel for us. She genuinely cared about my brother and my Mother and I. We left a short while later and returned about 8 a.m. in the morning. Although we missed Barrett at shift change she left us a detailed note about my brother's night. Barrett went above and beyond any expectations we had and we knew she genuinely cared. She is an amazing nurse, and very deserved of recognition."*

Top left: Faline Robbins, BSN and Joyce Dombrowski RN, MHA, CENP  
 Top right: Barrett Campbell, BSN with Kyle Wilcox, health care assistant

***"Faline made me feel that Joni was the most important person in her life"***

### Quality Awards 2015

The Shared Governance Quality Council awards a department who has been identified as a high performer in nursing quality. Here are the recipients of the Quality Awards of 2015:

Month	Department	Award for:
January	Medical Oncology (5North)	Improvement in patient satisfaction scores
February	Inpatient Rehabilitation	Improvement in patient satisfaction scores
April	Neurobehavioral Med. (NBMI)	Reduced use of restraints
May	ICU	Two quarters with no CAUTI
July	Neuro Ortho (4South)	Improvement in CAUTI rates
August	House-wide nursing	Best in PH&S patient satisfaction scores
October	Inpatient nursing	Decrease in patient falls
November	Family Maternity Center	Improvement in bar code scanning

### Innovation Awards 2015

The Shared Governance Healthful Practice Council awards a person, group or department that has an especially effective idea that changes structures, processes or outcomes in our care delivery.

The Innovation Awards went to:

- Ahnna Coate, BSN, for development of a stroke care information sheet. The use of this tip sheet helped navigate staff through the changes and expectations for providing care. In July 2015 the Joint Commission came to assess how we were providing care for stroke patients. They were very pleased with what they found. We were awarded Recertification with zero findings!
- Neurobehavioral Medicine (NBMI) for creating and hosting their first Mental Health Fair. The goal of this event was to provide information about more common types of psychiatric illness and offer best practice recommendations for the care of such patients.

Front row (left to right):  
**Pete Snyder,**  
**Maureen "Moe" Dinoia, LPN;**  
**Laura "B" Ballengee**  
 Back Row (left to right):  
**Cindy Knutsen, BSN, RN**  
**Leanna Ross, BSN, RN;**  
**Wendy Harmsworth, RN,**  
**Ruth "Ellis" Monson, RN**



### Advanced Primary Stroke Center Recertification

2015	
Total number of Stroke Patients	274
Total number Ischemic Stroke	236
Total number of Hemorrhagic Stroke	38

Providence St. Patrick Hospital first received the Gold Seal of Approval for stroke care from The Joint Commission (TJC) in 2009. Every two years we are surveyed to ensure we still meet the standards for stroke center certification and make a difference for patients at risk for stroke and for caring for patients with a new stroke. To achieve and maintain Primary Stroke Center certification we can pride ourselves for improving quality of care for patients in our community.

In May 2015, we were recertified for the fourth time. Not only did we receive the certification award,

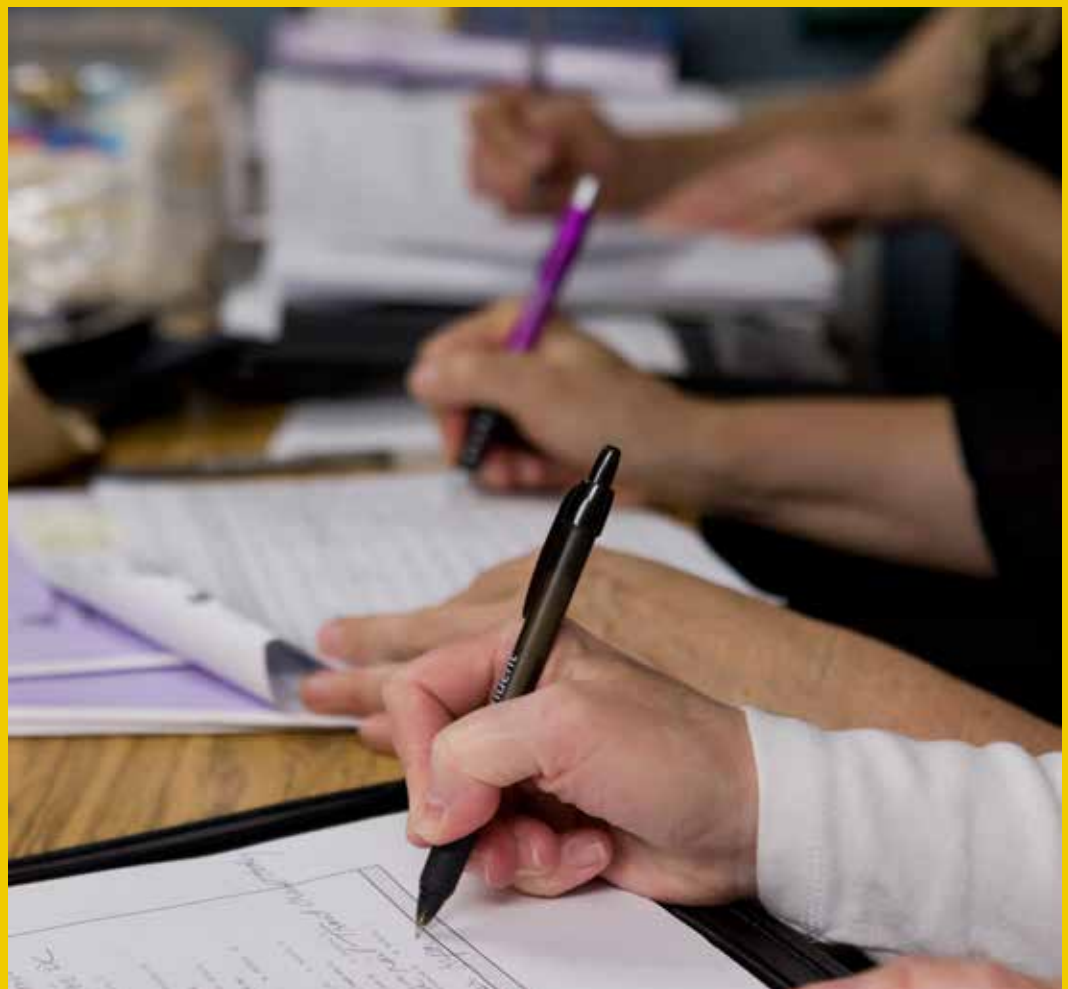
we received it with no findings or action plans with necessary proof of improvement.

The TJC surveyor interviewed nurses in the ED, ICU, 4South and nurses who serve on the Stroke Task Force. It was evident nurses play a valuable role in providing great care for our stroke patients. Specifically nurses provide rapid recognition and activation of the stroke team for patients with acute onset, coordinate care to ensure rapid diagnosis via assessments and radiology imaging, ensure the patient receives secondary prevention interventions such as a bedside swallow screen, VTE prophylaxis, stroke education and antiplatelet therapy. These interventions help improve patient outcomes by reducing length of stay, mortality, readmission and complications related to stroke. Each year we demonstrate improvement in focused performance measures.

# NURSING

## Education

New Graduate Nurses	
New Preceptors	20
New Graduate Nurses hired in 2015	31
Number of Nursing Students	140
Number of Nursing Students with 1:1 Preceptors	40
Number of Summer Interns	5





St. Patrick Hospital was awarded Approved Provider Unit status with Distinction through April 2017. St. Patrick Hospital has been an Approved Continuing Nursing Education (CNE) Provider Unit since 1995. Provider units can develop, provide and award contact hours for CNE. In 2014, our provider unit awarded 500 CNE contact hours (99 percent for free).

Continuing Nursing Education in 2015	
Contact Hours Awarded	409.33
Number of Nurse Participants	1404
Number of Non-nurse Participants	1549
Number of Non-employees (excluding Friday Medical Conference)	382 (12.9%)

Sample Classes and Topics Offered	# of Nurse Attendees
<b>Trauma Topics</b> <ul style="list-style-type: none"> <li>• Anaconda Outreach - 10</li> <li>• EMS Run Review - 20</li> <li>• Floor Trauma Nursing Class - 24</li> <li>• Geriatric Trauma (Marcus Daly) - 4</li> <li>• Pediatric Brain Injury</li> <li>• MT State Prison Trauma Outreach - 18</li> </ul>	93
Leadership	28
OR Grand Rounds	99
Nursing Journal Club	70
Critical Care	40
Precepting	50
Acute Pain	25
Anticoagulation Series	59
EBP	5
Ethics	21
High Reliability	260
IHI Education Series	105
Meth Use	16
NCIT	60
New Grad	67
Pediatric Skills Review	46
Spring Fever	143

2015 Tuition Reimbursement	\$110,113.07
2015 Tuition Reimbursement - Nursing Only	\$65,015.42 (59%)

# YEAR

## In Review

In October 2015, we submitted our interim Magnet report. Here are tables showing our performance at the time of submittal.

Summary of unit-level performance of Nurse Sensitive Indicators for falls with Injury, HAPU, CLABSI, and CAUTI.

Unit	Fall with Injury	HAPU	CLABSI	CAUTI
Intensive Care	6/8	7/8	5/8	4/8
5N Medical	3/8	8/8	6/8	6/8
5S Surgical	5/8	8/8	6/8	4/8
4N Cardiac	3/8	7/8	8/8	6/8
4S Neuro	5/8	7/8	7/7	3/8
IRF	3/8	8/8	8/8	6/8
NBMI	1/8	NA	NA	NA
<b>Summary</b>	<b>3/7 Units</b>	<b>6/6 Units</b>	<b>6/6 Units</b>	<b>3/6 Units</b>

Summary of unit-level performance on Press Ganey Patient Satisfaction Surveys compared to national benchmark; Number of quarters outperforming the mean

	Courtesy	Responsiveness	Patient Education	Pain
5N-Medical	5 of 8	3 of 8	3 of 8	2 of 8
5S-Surgical	5 of 8	6 of 8	7 of 8	5 of 8
4N-Med/Surg	8 of 8	7 of 8	8 of 8	8 of 8
4S-Med/Surg	8 of 8	3 of 8	8 of 8	4 of 8
ICU	6 of 8	5 of 8	6 of 8	6 of 8
NMBI	7 of 8	7 of 8	7 of 8	6 of 8
Rehab Unit	7 of 8	6 of 8	5 of 8	7 of 8
Emergency Dept	5 of 8	4 of 8	5 of 8	8 of 8
Operating Room	5 of 8	5 of 8	3 of 8	5 of 8
Endoscopy	3 of 8	1 of 8	2 of 8	5 of 8
Cardiac Cath Lab	1 of 8	2 of 8	4 of 8	4 of 8
Radiation Therapy	5 of 8	5 of 8	3 of 8	NA
Radiology	2 of 8	4 of 8	2 of 8	NA
Anti-Coag Clinic	5 of 8	4 of 8	3 of 8	NA
Chemo Outpt Unit	4 of 8	4 of 8	3 of 8	NA
	<b>11 of 15</b>	<b>7 of 15</b>	<b>7 of 15</b>	<b>8 of 11</b>
Maternity Center	1 of 1	1 of 1	1 of 1	1 of 1

Summary of unit-level performance on NDNQI RN Survey compared to organizational-level national benchmark.

	RN-RN Interactions	Autonomy	Nursing Administration	Professional Development
5N	4.62	4.12	3.43	4.50
5S	5.61	4.71	3.99	4.90
4N	5.01	4.12	3.45	4.67
4S	5.14	4.14	3.88	4.56
ICU	5.11	4.20	3.43	4.44
OR	4.82	3.95	3.41	4.54
NMBI	5.62	4.80	4.11	5.12
IRF	5.07	3.80	3.53	4.00
IHI	5.06	4.25	3.42	3.89
ED	4.24	3.54	2.96	3.78
Chemo-Outpt	4.88	3.58	3.77	3.96
Cardiac Cath Lab	5.36	4.13	3.23	3.59
Endo	5.36	4.27	4.33	4.39
Radiology	5.22	4.41	3.52	4.15
PACU	5.56	4.49	3.33	4.74
DS	4.95	3.86	4.02	4.26
Resource Pool	5.11	3.96	3.37	4.70
2015 NDNQI Mean Org Level	5.05	4.39	3.86	4.40
	<b>11 of 17</b>	<b>4 of 17</b>	<b>5 of 17</b>	<b>9 of 17</b>

# COMMUNITY

## Partnership

### Community Health Improvement Plan (CHIP)

Carol Bensen, MSN, and Clair Francoeur, APRN, participated in a wide collaboration of community agencies that resulted in finalization of the 2015-2018 Missoula County Community Health Improvement Plan (CHIP). The CHIP follows up on what we learned from data collected for the 2014 Missoula County Community Health Assessment (CHA). Based on CHA data, the CHIP working groups created a coordinated work plan to address issues related to improving access to health care and combatting obesity.

A few highlights from the CHIP work plan:

- Enrollment in coverage plans and Medicaid expansion

- Universal public health home visiting services
- Community suicide prevention training
- Obesity prevention
- Contribution to community:
  - Provided local mental health support by partnering with Lake County, the Confederated Salish and Kootenai Tribal Health Services and the Western Montana Mental Health Center to open Lake House, a community-centered solution serving individuals in need of acute psychiatric care.
  - Backpack drive – collecting school supplies for Missoula-area school children.



### **Missoula Underage Substance Abuse Prevention (MUSAP)**

As a psychiatric nurse at NBMI, Wendy Harmsworth regularly hears adolescents who have been hospitalized due to psychiatric crises discussing the use of marijuana as being beneficial or harmless. Hearing this perception voiced again and again prompted Wendy to conduct a review of the literature that examines the effects of marijuana use in adolescents. This search revealed an abundance of evidence to indicate that marijuana use can place adolescents at significantly increased risk for physiological, psychological and sociobehavioral harm. Through this interest, Wendy became aware of the Missoula Underage Substance Abuse Prevention Coalition (MUSAP) and began attending their monthly meetings. She has been assisting the facilitator of MUSAP, Brandee Tyree, by continuing to review the scientific literature on the effects of marijuana use in adolescents, with the intention of incorporating this information into future prevention efforts in the community.

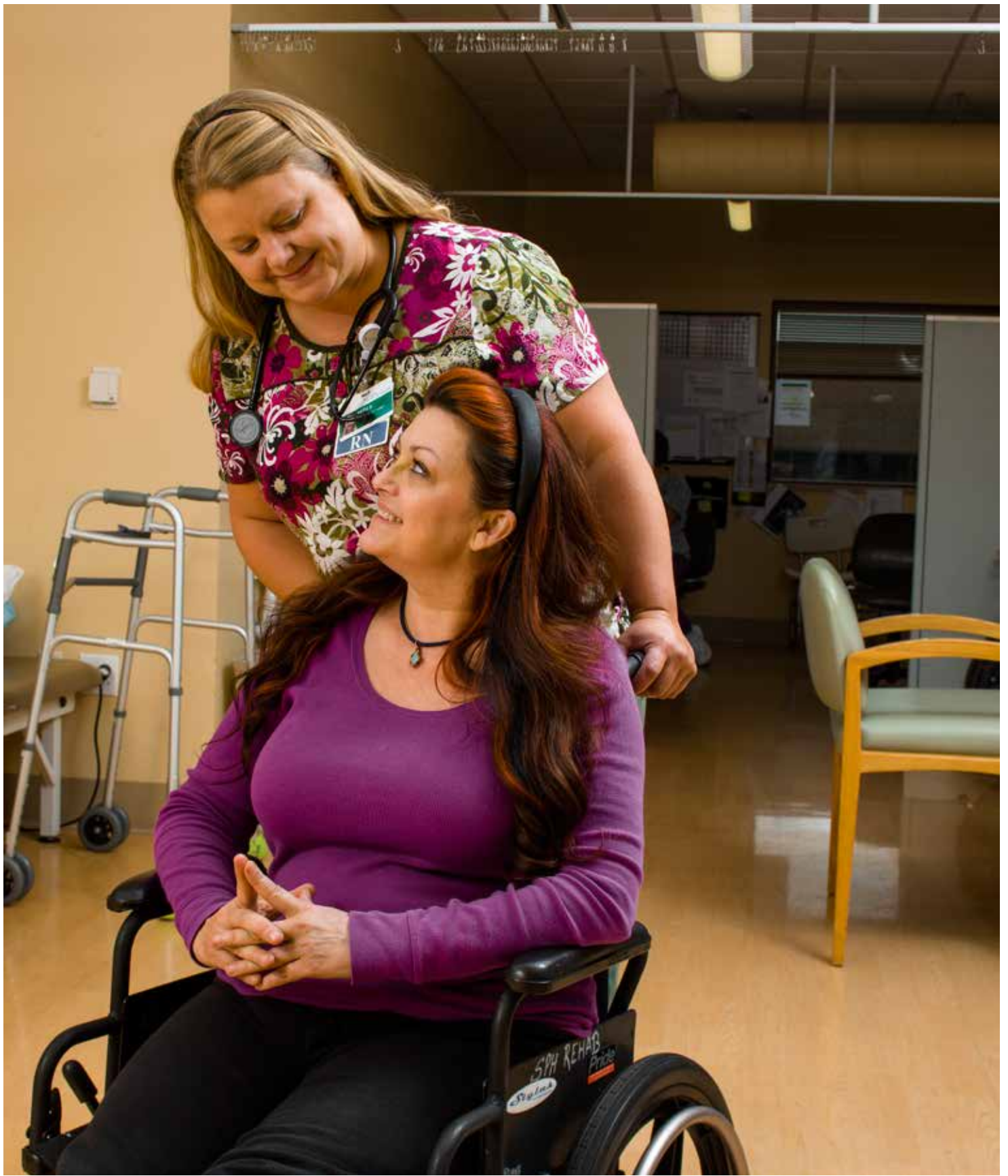
***“Wendy Harmsworth found an abundance of evidence to indicate that marijuana use can place adolescents at significantly increased risk for physiological, psychological and sociobehavioral harm.”***

# OBJECTIVES

## for 2016

We look forward to continuing the work defined in our Nursing Strategic Plan:

- Growing our expert-to-expert (E2E) capabilities
  - Developing residency programs for nurse specialties; first one will be in the OR
- Growing our Nursing Research and Evidence-based Practice
- Develop and thrive under new care delivery and economic models
  - Continue to increase our CNEs
- Clinical standardization of treatment for chronic diseases by increasing use of pathways and standardization medications, treatments, and order sets
- Create alignment with clinicians and care teams
  - Increase mid-level positions
  - Implementation of care teams
- Build enduring relationships with consumers
  - Contribution of health-related articles, Nurses Notes, in local newspaper
- Reduction of readmissions via Value Stream work
- Inspire and develop our people
  - Increase BSN and certification rates among RNs





You

The Nursing Leadership of St. Patrick Hospital would like to warmly thank the nursing staff for their service and dedication to all patients that come through our doors.

As the Sisters of Providence labored in that first year of 1873 they could not have foreseen what we would become, but they would be overjoyed to know their legacy of caring for the sick and vulnerable carries on.

2015 was another challenging year with high census and acuity; our appreciation and gratitude for the quality care and compassion you freely offer on a daily basis is true and heart-felt. We could not meet the needs of our patients without each of you.

With sincere regards,  
Nursing Leadership, SPH

#### OUR MISSION

As people of Providence,  
we reveal God's love for all,  
especially the poor and vulnerable,  
through our compassionate service.

#### OUR CORE VALUES

Respect, Compassion, Justice,  
Excellence, Stewardship

[www.Providence.org/Montana](http://www.Providence.org/Montana)

