



THE YEAR OF THE NURSE
STRONGER TOGETHER



2020

NURSING ANNUAL REPORT



The Providence Commitment

THE MISSION

As expressions of God's healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

OUR VALUES

COMPASSION *Jesus taught and healed with compassion for all. –Matthew 4:24*

- We reach out to those in need and offer comfort as Jesus did.
- We nurture the spiritual, emotional and physical well-being of one another and those we serve.
- Through our healing presence, we accompany those who suffer.

DIGNITY *All people have been created in the image of God. –Genesis 1:27*

- We value, encourage and celebrate the gifts in one another.
- We respect the inherent dignity and worth of every individual.
- We recognize each interaction as a sacred encounter.

JUSTICE *Act with justice, love with kindness and walk humbly with your God. –Micah 6:8*

- We foster a culture that promotes unity and reconciliation.
- We strive to care wisely for our people, our resources and our earth.
- We stand in solidarity with the most vulnerable, working to remove the causes of oppression and promoting justice for all.

EXCELLENCE *Whatever you do, work at it with all your heart. –Colossians 3:23*

- We set the highest standards for ourselves and our ministries.
- Through transformation and innovation, we strive to improve the health and quality of life in our communities.
- We commit to compassionate, safe and reliable practices for the care of all.

INTEGRITY *Let us love not merely with words or speech but with actions in truth. –1 John 3:18*

- We hold ourselves accountable to do the right thing for the right reasons.
- We speak truthfully and courageously with generosity and respect.
- We pursue authenticity with humility and simplicity.

OUR VISION

Health for a Better World

OUR PROMISE

“Know me, care for me, ease my way.”



- 2 The Providence Commitment
- 4 From the Chief Nurse
- 5 Nursing Leaders
- 6 Covid-19 A Year of Pandemic
- 10 Shared Governance
- 16 Research and Evidence Based Practice
- 18 Environmental Stewardship
- 19 We Grow
- 20 Excellence Recognized.
- 21 Nurse Sensitive Quality Indicators
- 28 Awards & Recognition
- 32 High Points of 2020
- 33 Our Professional Practice Model
- 35 Looking Ahead



From the Chief Nurse



Carol Bensen
MSN, RN, CENP
Chief Nursing Officer

2020 – THE YEAR OF THE NURSE STRONGER TOGETHER

A TEAM IS: Like a multi-stranded rope, twisted together, so that the strength of each combines to create something even stronger (and the weakest at any given moment is supported by the others)...*Stronger Together*

<https://www.pinterest.ca/pin/219057969347908528/>

I am very excited and proud to share highlights from the past year in our 2020 Nursing Annual Report. This annual report shares our accomplishments, our dedication to caring and compassionate patient care and the successes of our nursing team while we all faced an unprecedented pandemic – together in 2020.

Our first COVID + inpatient arrived in March and our healthcare and personal worlds changed dramatically. I have been humbled by the actions and “can do” attitude of nurses here at SPH and around the nation. I have witnessed and heard of innumerable acts of kindness and selflessness from our caregivers (nurses).

In our pandemic response, we implemented the Incident Command structure in order to approach our response in an organized manner. We sought input from nurses and utilized evidence and best practice as it came available to assist us in planning for surge, staffing models, supplies, safety, support for each other and development of our ever-changing policies and protocols. Nurses demonstrated innovative thinking to create new care delivery models that kept our caregivers and patients safe.

We are indeed, Stronger Together, in 2020, as evidenced by the results of our RN Satisfaction survey in October. Our RN to RN Teamwork and Collaboration scores improved from 2019 to 2020 and exceeded the national benchmarks by 2.5%

Supported by philanthropic donations, nursing care at St. Patrick Hospital became collectively stronger by providing new environments to care for our patients. A new 5 bed Orange Zone pod was added to the in the Emergency Department for our mental health patients, we opened a 14 bed adolescent psychiatric unit, and opened a Clinical Decision Unit to provide an environment of rapid assessment and treatment for observation patients and added new state of the art equipment in OR Room 1 and the cardiovascular lab.

In 2020, we grew stronger together by working collaboratively to advance our ability to provide high reliable care, improving our outcomes, partnering across disciplines on quality initiatives, and investing in the professional development & growth of our caregivers. We provided input on critical decisions through Shared Governance, Unit Based Councils, Value Streams, and COVID Incident Command meetings. We pursued research, evidence-based practice projects, and performance improvement project that resulted in better outcomes and improved experiences for our patients.

While many uncertainties remain on the horizon ahead, I am confident we will continue to get through these challenging times with compassion, dignity, and excellence guided by our Mission. I want to thank each nurse that contributes to meeting the needs of our patients, their families, their fellow caregivers and the communities we serve.

It is my privilege to lead such a skilled and compassionate team of nurses. I hope you will share my pride as you read through our 2020 St. Patrick Hospital Nurse Annual Report and see the many ways that we are stronger together.

Sincerely,

Carol Bensen, MSN, RN, CENP

*Life isn't about waiting
for the storm to pass
It's about learning how to
DANCE IN THE RAIN*



Nursing Leaders



Joyce Dombrowski
MHA, BSN, RN, CPH
Chief Executive,
Providence Health & Services
- Montana



Carol Bensen
MSN, RN, CENP
Chief Nursing Officer
for Providence St. Patrick



Janelle Huston
MSN, RN, CNE
Chief Operating Officer,
Providence Medical Group,
MT Service Area



Krissy Lowery
MS, BSN, RN, CEN
Director, Surgical Services/
IHI



Jeremy Williams
BSN, RN
Director, Neurobehavioral
Medicine



Samantha Hoogana
MHA, BSN, RN, CMSRN
Dir. of Inpatient Nursing



Carol Knieper
MSN, RN
Reg. Director,
Clinical Informatics



Sarah Furtney-Cardy
BSN, RN, OCN
Clinical Nurse Manager,
Medical Oncology



Andrea Kesler
BSN, RN, CMSRN
Assistant Nurse Manager,
Medical Oncology



Stephanie Helberg
BSN, RN, CMSRN
Assistant Nurse Manager,
Surgical/Pediatrics



Angela Miller
BSN, RN, OCN
Clinical Nurse Manager,
Surgical/Pediatrics



Erin Dougherty
BSN, RN, CMSRN
Clinical Nurse Manager,
Clinical Decision Unit



Erica Harapat
MHA, BSN, RN, CNML
Clinical Nurse Manager,
Cardiology/Respiratory



Jessica James
MHA, BSN, RN, PCCN
Assistant Nurse Manager,
Cardiology/Respiratory



Rochelle Schmauch
MHA, BSN, RN, CCRN-K
Clinical Nurse Manager,
Neuro Ortho



Steven Walters
BSN, RN, CMSRN
Assistant Nurse Manager,
Neuro Ortho



Dawn Rohrbach
BSN, RN, CCRN
Clinical Nurse Manager, ICU



Nicole Marks
MSN, RN, CCRN
Assistant Nurse
Manager, ICU



Lance Somerfeld
BSN, RN, CEN
Clinical Nurse
Manager, ED



William Halden
BSN, RN, CEN
Assistant Clinical
Manager, ED



Tracy Hartzell
BSN, RNC-OB, MHL
Clinical Nurse
Manager, L&D



Lindsay Dahlseid
MSN, RN, CVRN
Clinical Nurse Manager,
CVL, CVL/OU



Stephanie Dotson
BSN, RN, CVRN
Clinical Nurse Manager,
IHI Cardiology



Sandi Stroot
MSN, RN, CPHQ
Clinical Nurse Manager,
Cardiac Surgery



Leslie Kemmis
BSN, RN
Clinical Nurse Manager,
Neurobehavioral Medicine/
Adolescent Inpatient



Cassie Moran
BSN, RN
Assistant Nurse Manager,
Neurobehavioral Medicine



Jenna Hendrickson
BSN, RN, CAPA
Clinical Nurse Manager, OR



Rosalind Giffin
BSN, RN, CMSRN
Clinical Nurse Manager,
Day Surgery/PACU



Scott Lanser
MSN, RN, CCRN-K
Clinical Nurse Manager,
Endoscopy & Clinical
Radiology



Pam Estill
MSN, RN, CPHQ
Nurse Manager, Quality



Michelle Cole
BSN, RN, TCRN
Manager, Trauma Services



Anne Hoppie
MSN, RN, OCN
Clinical Nurse Manager,
OP Chemo



Tamara Powers
MSN, RN, CIC, FAPIC
Manager, Infection
Prevention



Danell Stengem
MSN, RN-BC, CNL
Quality & Excellence
Specialist



COVID-19 A Year of Pandemic

In March 2020, Providence St. Patrick Hospital stood up our Incident Command structure to prepare for taking care of Covid-19 patients.

In the subsequent weeks and months Incident Command and the section chiefs along with their teams planned our tactics to answer this call to be “steadfast in serving all, especially the poor and vulnerable”. Planning required nimbleness to meet the constantly evolving picture of care management of covid patients and to reduce the spread of the disease. This planning continues to this day and now includes our efforts in vaccination.

Nothing would have been possible without the input and dedication of our Nursing caregivers. They tirelessly continue in their excellent and compassionate care of our patients including working extra hours. They endure the hardship of worry for the safety of themselves and loved ones. They have taken on the role as family or friend to patients due to visitor restrictions.

Here are some quotes from nursing caregivers themselves as they reflect on 2020:

“

“It’s so nice to belong to an organization that paid me to stay home for a month when the hospital all but shut down.”

CNA, OBSERVATION UNIT

“

“Was 2020 chaotic? Yes. Did everything flow smoothly all the time? No. Despite all the unknowns that came our way I also bore witness to so many people living our Mission and Core Values every time they reported to work. Constant compassion, not just for our patients but for each other as caregivers, both up the chain of command and back down. I’m not sad to say goodbye to 2020, but I am proud to say that I got to work with this team of amazing people through it all and hopefully for many more years to come!!!”

INPATIENT CLINICAL NURSE MANAGER

“

“A year that saw frequent changes because of the pandemic led to St. Patrick’s Nursing staff not becoming complacent but thriving to lead each other and the community through the chaos of uncertain times. It could have been easy to become discouraged throughout the year as the responsibilities increased but this brought out the best in us. With all the uncertainty, the countless policy changes, and changes in the community the last year brought I could say one thing, I am happy I am a nurse at St. Patrick’s Hospital.”

MEDICAL ONCOLOGY RN



“

“I was blown away on a daily basis the kindness and compassion that all our staff had for one another and our patients during this beyond challenging time.”

INPATIENT CLINICAL NURSE MANAGER

“

“Despite all the constant change this year I have witnessed many situations of compassion and co-workers caring for one another. Surgical Services slowed down for a short while during the first part of the pandemic. It was refreshing to see teammates step in to different roles, pitch in working in other departments, cover shifts or traded call to ease the schedule of parents who were home schooling or without child care just to name a few examples. I feel honored to be a part of St. Pat’s surgery team.”

OPERATING ROOM RN

HOW NURSES ANSWERED THE CALL:

- 4North and Resource Pool nurses received supplemental education on ICU patient care
- Nurses who had been away from acute care inpatient nursing volunteered to be re-oriented to be prepared to care for patient in Med/Surg, ICU, or ED in case of patient surge
- Nurses volunteered to be on Covid teams
- Conservation of PPE



To the ICU nurses and doctors,
Words cannot express how thankful we are for you and
your dedication.

The faithful and expert care that you gave John led to
his recovery.

My prayers asked God to guide you in taking care of John.

Some of you used your own cell phones to facetime me.
And you never seems upset if I called a lot.

You truly are all wonderful and even though we were a
long way from home, John was in the right hospital.

God bless all of you.

My husband and I are new to Montana...when you
have a few health issues it is a little scary relocat-
ing to an area where you are not familiar with the
doctors and hospitals.

The nurses who took care of me were AWESOME!!!

Three of the four days was spent in the Covid unit
and I witnessed the regular gloving, gowning, and
masking process that nurses and doctors went
through, yet they were always pleasant and atten-
tive to my needs.

Words cannot do justice to the deep appreciation...
family and friends have for your team. We will be eter-
nally grateful to the world class health care provided by
them. You helped medically and psychologically navigate
the family through this very personal crisis, and your
team will remain in our prayers as you continue to fight
the waves of this disease at considerable personal risk.
We could not be more grateful or blessed.



COVID INNOVATION

- Utilizing our command structure
- Multi-faceted approach to surge planning including:
 - ED Waiting room compression
 - Setting up ED ambulance bay for overflow
 - Plan to overflow 'clean triage' to main admissions waiting room
 - Algorithm for placement of COVID-19 positive patients
- 5South conversion to COVID care unit with ability to expand/contract number of rooms
- External alternate care sites identified
- Elective surgery - stratifying patients by risk and considering safety of patients, caregivers and providers
- Creation of COVID update site for caring for caregivers and caring for patients



Shared Governance Focuses Upon a Healthful Practice Environment



Shared governance is a working model of participatory decision making in which nurses are organized to make decisions about clinical practice standards, quality improvement, staff and professional development, and research. This decision making structure places the authority, responsibility, and accountability for patient care with the nurse as a practicing clinician and gives them empowerment and control of their nursing practice.

SHARED GOVERNANCE ACCOMPLISHMENTS

Nurse Advisory Council

The Nurse Advisory Council (NAC) is the central council of all other Nursing Shared Governance Councils for St. Patrick Hospital.

- Implemented highlighting individual council work utilization Magnet bulletin board; a different council quarterly
- Gave three (3) Innovation Awards
- Reviewed 2020 Nursing Strategic Plan, offered opportunity for input.
- Updated charter including review of change forms that were greater than 90 days without resolution and updated meeting structure to more fully capture council accomplishments, barriers and needs for support

Night Shift Council

The Night Shift Council was established to promote a healthier work environment for all night shift employees, increase accessibility for Night shift employees to professional development opportunities and to promote collegial relationships among Night shift and all interdisciplinary team members.

- Revamped grab and go offerings-(still in trial phase)-goal is to decrease waste and increase interest and items that people are requesting.

Clinical Practice Council

This interdisciplinary Shared Governance Council reviews and updates inpatient nursing policies by:

- Ensuring all policies/procedures align with current nursing standards of care and current professional organizations standards of care
- Ensuring all policies/procedures are aligned with the most current and highest level of evidenced-based practices or current research advances in nursing practice
- Reflecting interdisciplinary collaboration, as appropriate.

This council collaborates and problem solves upon specific issues within the clinical practice of nursing and interdisciplinary services.

UPDATED POLICIES

- Pediatric Pain Management
- Sleep Apnea Management
- Neostigmine Administration

- Patient Transfer Between Units and Departments
- Radiology-Transportation of Patients
- Patient Transfer to Providence Center
- Enteral Feeding, Adult, and Pediatric
- Feeding Tube Placement, Verification and Discontinuation
- Patient Assessment, Documentation for Adult
- Vocera Badge Communication Policy

CHANGE FORMS

- Patient placement of patients on various drips-updated policy for all inpatient units to push certain meds to avoid unnecessary intradepartmental transfers
- DOAC therapy-provided additional resources from IHI to provide input for ED
- Inpatient Coban Use-education sent housewide on appropriate Coban use.
- Dressing changes on “present on admission” central lines to help prevent CLABSIs
- Addition of “Tips & Tricks” for epidural/intrathecal infusions-Job aids attached to all pumps

Green for Good Council

This interdisciplinary council addresses environmental stewardship opportunities for improvement, explores options for addressing them and works collaboratively to implement them.

This council develops strategies for communicating effectively and provides education to other staff related to environmental stewardship.

COMMUNICATION:

- Monthly G4G Newsletter sent out to all Managers
- Monthly Dashboards
- Occasional G4G write-up in Positive Connections
- G4G education incorporated into annual education by nurse educators
- G4G Enthusiast e-mail sent monthly to Nurses
- Added members to G4G closed Facebook page & made frequent updates
- Nurses Drawdown, 5-part series of education for nursing staff featuring Food, Mobility, Nature, Energy, and Gender Equity
 - Video filmed show-casing food featured on national Nurses Drawdown website



- Gender Equity Storytime filmed featuring the book 'Mae Among the Stars' [Gender Equity Story Time](#)
- Gender Equity book suggestions for ages 0-18: **Gender Equity Book list**
- Beginning farmer workshop collaboration between Garden City Harvest & G4G had over 422 views [Gardening Basics Workshop](#)
- Rattlesnake Dam Restoration volunteer days attended by 10 Providence employees [Flyer](#)

CLIMATE & ENERGY:

- 2 departments (Respiratory Therapy & Cancer Center) were educated using the Nurses Climate Challenge

SOURCE REDUCTION

- Use of Face shields to extend life of paper masks
- Reusable tube slides now stocked on all units to help with safely mobilizing patients

PAPER

- Continued awareness throughout hospital of paper reduction tips/tricks sent out in communications

LINEN

- Linen Utilization Policy went into effect in January 2020
- The linen study that served as a basis for the policy won the 'Most Inspiring' award for the 2020 Nursing Summit honoring the "Year of the Nurse and Midwife"
- View the Sharepoint site here for the recording of the presentation: <https://providence4.sharepoint.com/sites/2020NursingSummit>

PLASTIC STEWARDSHIP

- 1 page education sheet created and sent out via Positive Connections to all nurses to raise awareness of the upstream/downstream effects of plastic
- G4G shared governance council educated about New Product Concern Form
- G4G members started list of 'items of concern' in 2020 with plans to submit product concern forms in 2021

Clinical Educator Council Accomplishments

- Implemented a Charge Nurse Workshop for RNs new to the role
- Quickly pivoted to virtual education, utilizing new technology such as MS Teams, Moodle and Vimeo, when in-person classes were cancelled
- Came up with innovative ways to provide the content from our annual Nursing Skills Fair while observing COVID precautions

- Worked with Unit Based Councils to provide individualized, unit-specific education
- Three educators participated in the Nursing Professional Development Fellowship
- Provided staff education to new equipment including Vital Sync, Lucas compression device, chair alarms, IV start kits and Equashield transfer device
- FMC Educators earned the unit a Gold Level Safe Sleep Certification for their work to increase education and awareness of Sudden Unexpected Infant Deaths
- ED Educator collaborated with ED CNs and Preceptors to onboard 6 ED RNs to the new Orange Zone and cross-trained them to work in the main ED while also navigating the early days of the COVID pandemic
- Presented the Outstanding Preceptor Award to ED RN Gina Welch
- Currently orienting RN travelers to the ICU, ED and Med-Surg units

Quality & Safety Council

The Quality & Safety Councils (QSC) responsibilities include reviewing data related to:

- Nurse sensitive quality indicators
- Safety initiatives
 - National Patient Safety Goals
 - Workplace Safety
 - Caring Reliably (HRO)
- Core Measures
- Patient satisfaction
- RN Satisfaction results

Members of this council assign and monitor action plans to improve clinical quality and safety measures and metrics

This council makes recommendations that promote and maintain a nursing practice environment where the best practices in safety and quality are provided for patient care. Workplace Safety & Falls Task Force report directly to the QSC.

In 2020, despite the added complexities of the COVID pandemic, the QSC continued to focus upon quality initiatives:

- Selected 8 winners for the St. Patrick Hospital Quality Award
- Continued to support the ongoing work of the Falls Task Force
- Continued to report nursing quality data during the QSC meetings on a monthly basis
- Continued to maintain a process for implementing and tracking action plans for units under performing national benchmarks in patient satisfaction, nurse-sensitive clinical indicators and RN satisfaction.

UNIT BASED COUNCILS ACCOMPLISHMENTS

4SOUTH - NEURO/ORTHO

- 4 South picture board
- Personal encouragement cards
- Birthday calendar
- Gift card for new parents
- New employee cards
- Video sitter acknowledgment
- Salvation Army family adoption
- Secret Santa

4NORTH - CARDIOLOGY/RESPIRATORY

- Created a folder of clinical resources available on the shared drive. Organized by diagnosis/procedure, staff can reference to provide more consistent, safe care. Any updates to policy or provider preference can be quickly changed and reflected in these documents.
- Created 'patient responsibilities' handout to be laminated and placed in patient rooms. Nurses review this handout with patients upon admission. (See attached document).
- Presented on the use of Debriefing in a Clinical Setting at Nursing Journal Club.
- Created 'Shout-out' board on 4N to allow staff to quickly recognize one another.
- Working to create improved organization in core, soiled utilities, and equipment room on 4N.

ANTI-COAGULATION CLINIC

- SPH ACC conducted a pill box study where we identified our patient population who have a time in therapeutic range (TTR) of less than 60%. We then screened these patients on whether or not they are currently using a pill box or not. We've recruited about 25 patients who have TTR less than 60% and were not using the pill box. They agreed to be part of our study. We provided them with a pill box and collected data from 1/1/2020 through 9/30/2020 tracking their TTR in 3 quarters. Of the 25 original patients, 11 of them completed the study. There was an average increase in TTR% of 80.94% for those 11 patients, which is very impressive.
- Presented at Nursing Journal Club 2 research articles regarding evidence/data regarding the use of pill boxes in elderly population and effects on TTR.
- SPH ACC UBC also conducted the 21-day challenge bracelet project for 6 RNs who volunteered to be part of the study. This challenge asks the participant to go 21 days without any complaints. You start with your bracelet on your Left hand and when you go a

- Through this process, the following departments made improvements in these areas:
 - Endoscopy: Patient Satisfaction – Information about delays
 - Day Surgery: Patient Satisfaction – Pain
 - OP Infusion Center: Patient Satisfaction – Friendliness of the Staff, Responsive to concerns & complaints, and Explanations given by the staff
- Provided education about various quality measures and updates on metrics for public-facing quality awards.
- Supported and provided talking points for RN Satisfaction questions in preparation for the October 2020 Caregiver Engagement Survey.
- Provided content on Element #10 of the ANAs Social Policy Statement – Autonomy of Practice for Positive Connections.
- Collaborated with St. Joseph Medical Center with quality measures to improve outcomes

NATIONAL RECOGNITION FOR QUALITY

In 2020, St. Patrick Hospital continued to perform well in quality and patient safety at the national level.

- 8th consecutive Leapfrog Safety Grade A
 - St. Patrick Hospital has the elite status of "Straight A" honor roll
 - 1 of 867 hospitals to receive a Leapfrog Safety Grade A
- 7th consecutive 5 Star Rating from CMS.
 - 1 of the 13% of hospitals to receive a 5 Star rating during this time period.
- American Heart Association Get with the Guidelines (GWTG) Awards:
 - 2020 Get With the Guidelines® – Stroke Gold Plus Quality Achievement Award
 - Target: Stroke Honor Roll
 - 2020 Mission: Lifeline® STEMI Receiving Center Gold Quality Achievement Award
 - 2020 Mission: Lifeline® NSTEMI Gold Quality Achievement Award
 - 2020 Get With the Guidelines® – Resuscitation Silver Quality Achievement Award for the Adult Population

Unit Based Council

Unit Based Council's (UBCs) are comprised of caregivers who work on issues or improvements directly affecting their unit. Their accomplishments and barriers are shared monthly at the overarching Nurse Advisory Council.

day without complaint, you switch the bracelet to the opposite hand. It stays there until you complain. You then transfer the bracelet back to the original left hand and the 21 days start over again. This is a self-reflective study that has the participant fill out a self-evaluation form at the beginning of the 21 days, another at 11 days and final self-evaluation at the end of the 21 day period. Data results showed increase in self-assessment scores regarding overall positive mental health in changing toward positive behaviors.

- SPH ACC UBC updated our educational patient handouts that we use in our new patient education folders with current information from MAQII (Michigan Anti-coagulation Quality Improvement Initiative) regarding nosebleeds, blood in urine/stool, cut and bruises.

NEUROBEHAVIORAL INPATIENT UNIT

- COVID-19 Planning
 - Modified programming
 - Unit Safety
 - Reviewed with Infection Prevention
- CSSRS/Suicide Risk level documentation
- Improving Interdisciplinary communication
- NBMI staff orientation to AIU

- Unit Consistency
 - Cell phone use by patients. How to support patients in the absence of visitors
 - Inventory

INTENSIVE CARE UNIT

- ICU White Boards in all ICU rooms
- Monthly ICU specific education for staff
 - Fall Prevention
 - Fowlkes Radical Neck Education
 - Pressure Ulcer Prevention
 - Compassionate Extubation and End of Life Policy
 - Suicide packets
- ICU Christmas Ornaments for staff
- Raffle for Suicide Awareness Walk-Raised \$1800
- New Proning policy with photos
- Monthly Staff Birthday Acknowledgment
- New Vocera Clips for staff
- New ICU specific 'Environmental Safety Handoff Checklist
- CRRT Policy
- Eileen Rouns Award
 - Carrie Lewis 2020 Winner

SURGICAL SERVICES

- Developing and implementing a departmental quarterly newsletter
- Educating staff and patients about CHG home kits that patients receive via mail or in office to help them prep before preop
- Surgical services float pool: communication, collaboration, intermediary

INTERNATIONAL HEART INSTITUTE

- Survived COVID impacts
- Caregiver Engagement Survey w/implementation of the Leader Board and Improvement Cards across the cardiac service line to afford caregivers a voice in problem resolution and communication with the overall objective of improving caregiver survey scores.
- Provider Photos in waiting room (ongoing project as new providers join etc.) This has been remarkably well received by patients who wander around and look at the different providers pictures and articles.
- Exam room literature: specialist specific literature in exam rooms for patients to review (example: a-fib diagnosis literature in rooms where seen by electro-physiologists)



FAMILY MATERNITY CENTER

- Self-scheduling process change to improve overall staff satisfaction and QOL with weekend schedule.
- Mountain Home Montana Supply drive completed with inclusion of entire St. Patrick Hospital system, done COVID friendly and able to support this organization during the COVID crisis.
- Created house-wide Magnet bulletin board for FMC showcase in Q3 Magnet bulletin board.
- Unit celebration treats provided in lieu of a gathering due to COVID.
- Reminders to staff and workflow created for concurrent administration of Tylenol and ibuprofen to reduce narcotic usage for post-op pain.
- Setup supply drive for animal shelters from unusable and expired hospital supplies.
- Setup donation area for clothing drive to give to ED for patients in need.
- In effort to promote patient satisfaction around the discharge process, educated staff on best way to prepare patients of the discharge process.
- Worked with housekeeping to establish appropriate temperature management in the OR to prevent neonatal hypothermia after delivery.
- Organized delegation system and workflow to ensure neonatal safety check are being done in each resuscitation area on each shift.
- Addressing the routine use of IS in post-op recovery and reviewing benefit to cost ratio.
- Discussing ways to support and educate staff in nursing interventions aimed at reducing perineal trauma during delivery and reducing NTSV (nulliparous, term, singleton, vertex) cesarean rates.
- Developed process for handling staff callback when multiple staff are on call.
- Ensured a sleeping environment for on call remote staff during hazardous driving conditions.
- Ensured standard Panda OR cleaning and stocking process is in place and being done consistently by all staff.
- Converted meeting format to virtual to ensure staff safety during COVID pandemic.

ADOLESCENT INPATIENT UNIT

- Our Adolescent UBC met on a regular basis throughout 2020 and consisted of an interdisciplinary team of psychiatrists, social workers, mental health specialists, and nurses
- One of our biggest focuses was the opening of our new AIU unit (opened on 08/31/2020). There were multiple individual projects and work that went into preparing to open our new unit. Some projects that our AIU staff worked on were:

- Construction input
- Participation in new staff training and development
- Helped develop AIU Unit Schedule
- Discussed and implemented a new way for nursing to support APHP
- Group Content for SW and Nurses
- Provider/Staff workflow
- One of our nurses worked on researching and developing a unit specific acuity scale for staffing purposes
- Another nurse worked on updating our hourly/purposeful rounding sheet and unit rules document
- One of our nurses (Annie McMahon) provided an EBP Presentation titled “Efficacy of No-Suicide Contracts – In Adolescent Psychiatric Patients Do Suicide Contracts Reduce The Risks of Self-Harm or Suicide Attempts”
- Provided input/updated a couple FORMS that went into WFI (Adolescent Patient ID Code and Patient Safety & Environment Check List)
- Had a Fall Prevention Brain Storm activity at our December meeting

EMERGENCY DEPARTMENT



- Re-convened ED Council after the group had been absent for more than a year
- Supply reorganization. Clustered pediatric supplies together and hygiene supplies together, rather than having them mixed. Changed one of the 2 Omnicell's that were being used for sutures into an OB/GYN Omnicell to centralize the location and get it out of the ante room to the negative pressure isolation room.
- Cleaned and re-organized EMS supply and storage of backboards in the ambulance bay.
- So many changes and streamlining of processes related to the COVID pandemic, including but not limited to:
 - Standardization of process for labeling COVID rooms for EVS
 - “Clean and Dirty” waiting rooms and triage
 - Clear signage for universal masking from the ambulance bay
 - Standardize process for staff COVID swabbing on nights and weekends
 - Invited infectious disease back to the department to review our processes
- Encourage staff use of Buddy System
- New ED vocera group for “ED Techs”

Research and Evidence Based Practice

Providence Nursing Institute recognized 2020 Nursing Poster Award winners. Among those honored were Providence St. Patrick nurses, Michelle Leiby, BSN, RN, CPAN and Katie Trottier, MSN, RN, CPAN for their evidenced-based practice and quality improvement poster on “Aromatherapy for First Line Treatment of Postoperative Nausea and Vomiting in PACU”.

Sarah Johnson, BSN, BA, RN-BC and Caroline Deacy, BSN, BA, RN received the Most Inspiring award for their poster “Decreasing Linen Use: A Nurse-Driven Policy.”

Aromatherapy for First Line Treatment of Postoperative Nausea and Vomiting in the Post Anesthesia Care Unit
Michelle Leiby BSN, RN, CPAN & Katie Trottier MSN, RN, CPAN

Background

- Postoperative nausea and vomiting (PONV) is one of the most common postoperative complications affecting 20-30% of patients (Abib-Hajbaghery & Hosseini, 2015)
- PONV can lead to complications for patients besides the discomfort of nausea and vomiting, including dehydration, electrolyte balance changes, wound dehiscence, and aspiration (Hodge, McCarty, & Pierce, 2014)
- Standard of practice for treating patients with nausea in the Post Anesthesia Care Unit (PACU) was to give them a pharmaceutical treatment
- Pharmaceutical treatments also pose risks to patients because of their side effects, which include, fatigue, disorientation, dysrhythmias, hypotension, and restlessness (Abib-Hajbaghery & Hosseini, 2015)

Purpose

- Change our current practice to using Aromatherapy as a first line treatment for nausea & vomiting in the PACU and reducing the use of pharmacological antiemetic.

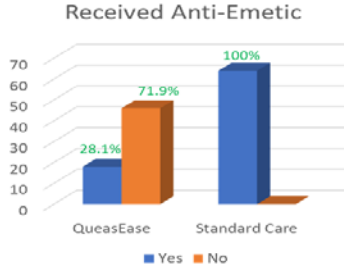
Methods

- Evidence Base Practice (EBP) change
- Trial of 64 Surgical patients who complained of nausea in the PACU
- Patients who complained of nausea and would rate their nausea on a scale from 0-4. Nausea would be reassessed 5 min after initiation of Aromatherapy and then every 15 min until discharge
 - 0 = no nausea
 - 1 = mild nausea
 - 2 = moderate nausea with vomiting
 - 3 = frequent vomiting
 - 4 = continuous vomiting
- The product QueasEASE was used for the aromatherapy treatment and patients would inhale the scents from the quick tab for a minimum of 5 min

Results

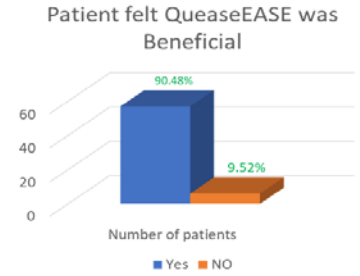
- Use of antiemetic on complaint of nausea dropped from 100% (standard of care) to 28.1% with Aromatherapy
- 90.48% of patients found the Aromatherapy to be beneficial
- Patient Satisfaction with the treatment of their nausea was 92.3%
- A Nursing Guideline was created as the first step in practice change

Received Anti-Emetic



Treatment	Yes (%)	No (%)
QueasEASE	28.1%	71.9%
Standard Care	100%	0%

Patient felt QueasEASE was Beneficial

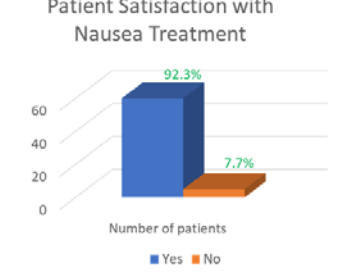


Response	Percentage
Yes	90.48%
No	9.52%


Discussion

- The study demonstrated the effectiveness of Aromatherapy as first line intervention with complaint of nausea
- Investigators will observe staff choices of Aromatherapy or antiemetic use over time to monitor sustainability of the project
- Limitations
 - Missing data from either misappropriated tabs from other departments using or staff failure to complete collection tool
 - Nausea Scale confusing

Patient Satisfaction with Nausea Treatment



Response	Percentage
Yes	92.3%
No	7.7%



References

Adib-Hajbaghery, M. & Hosseini, F. S. (2015). Investigating the effects of inhaling ginger essence on post-nephrectomy nausea and vomiting. *Complementary Therapies in Medicine*. 23(6), 827-831. doi: 10.1016/j.ctm.2015.002

Hodge, N., McCarthy, M. S., & Pierce, R. M. (2014). A prospective randomized study of the effectiveness of aromatherapy for relief of postoperative nausea and vomiting. *Journal of PeriAnesthesia*. 29(1), 5-11. doi: 10.1016/j.jopan.2012.12.004

[QueasEase QuickTAB sales image]. Retrieved from <https://soothing-scents.com/product/quick-tab-medipack/>

Decreasing Linen Use: A Nurse Driven Policy

BACKGROUND

- Health care facilities are energy intensive and emit up to 10% of greenhouse gas emission in the United States
- Linen is a significant expense in healthcare
- Efficient Linen use reduces environmental impacts and decreases costs

PURPOSE

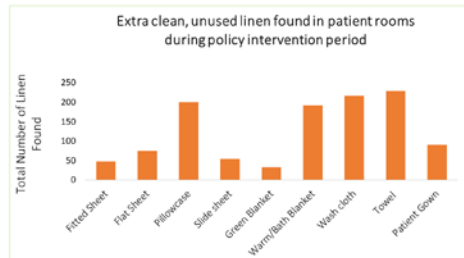
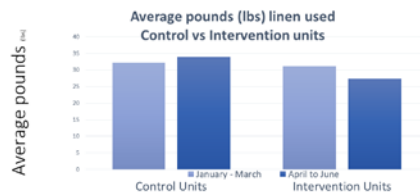
- To measure the impacts of a new linen utilization policy on:
 - linen use and cost
 - nurse satisfaction
 - hospital acquired infection (HAI) rates, specifically *Clostridium difficile* (C diff)
 - patient satisfaction on medical-surgical units

METHODS

- Quality Improvement Project: Implemented a linen policy on 2 intervention units and compared results with 2 control units
- Metrics tracked : lbs of linen/adjusted patient day, infection rate data quarterly, patient satisfaction scores for “Cleanliness of room”
- Nursing staff survey: tracked trends/perceptions on linen use practices pre/post study
- Tracked: Unused, clean/excess linen in patient rooms

RESULTS AND OUTCOMES

- Staff survey demonstrated increased awareness of linen use and management
- No increase in infection rates were found during the pilot
- Linen use and cost decreased on the intervention units
- “Cleanliness of rooms” patient satisfaction scores improved on the intervention units



DISCUSSION/IMPLICATIONS

- Moving from an automated practice of changing linens daily to a more lenient linen change policy did not negatively affect our patient population
- This project increased staff awareness of the links between their practice, cost savings, and environmental stewardship
- There is potential for expanding the linen utilization policy to other departments and hospitals
- Further research could quantify the water, energy, chemicals, and labor cost savings associated with decreased linen use to further demonstrate how environmental stewardship links with hospital management

LIMITATIONS

- Educating staff due to variable shifts, summer vacations, new hires
- 41% Linen Surveillance tools completed

References:

- Taylor T, Lee S, Bennett A, Brasch J, et al. Linen efficiency strategies: Containing costs and reducing waste. University of California - Davis Health System. 2012. <https://health.ucdavis.edu/sustainability/documents/UHCposterdraft.pdf>. Accessed November 11, 2018.
- Eckelmann MJ, & Sherman J. Environmental impacts of the US health care system and effects on public health. *PLoS One*. 2016;11(6):e0157014.
- Giancola D. Finding savings in laundry operations. *Healthcare Finance Management*. 1993;47(7):3436-8. <https://www.ncbi.nlm.nih.gov/pubmed/10145837>



Research/Evidence Based Practice Council

The council's responsibilities include fostering evidence based nursing practice by providing information about clinical inquiry methods and assists with the implementation of: nursing research studies, evidence based practice studies &/or quality improvement studies at the hospital and unit level and provides mentoring, education and support of St. Patrick Hospitals' nurses in the clinical inquiry process.

- Virtual presentation of EBP Bootcamp projects
- Research studies
- Research and EBP Council supported all EBP Bootcamp projects with mentors, and all research studies.
- Acceptance and publication of manuscripts (at least 7).
- Two winners of best posters across system. Posters will be sent to WIN Research Conference.
- Mobility Study accepted for presentation at WIN, Danell Stengem MSN, RN-BC, CNL participating.
- Beth Schenk, PhD, RN, FAAN presented on NEAT study at WIN in April 2020.

Environmental Stewardship Our Commitment to Health for a Better World

Being good stewards of the Earth has been a long-standing value of Providence.

Pope Francis said “Let us be protectors of Creation, protectors of God’s plan inscribed in nature, protectors of one another and of the environment.”

In 2020, Providence made a commitment to become carbon negative by 2030.

A framework, called WE ACT describes the actions we will take to address five sources of pollution.

Our local Green4Good team is a multidisciplinary shared governance council that provides opportunities for formal, collaborative, coordinated problem solving on specific environmental stewardship issues within the practice of nursing and throughout the facility.

WASTE

Waste can be hazardous, challenging to dispose of (involving long haul transportation) and a source of significant pollution. By 2030, our goal is to send less than 50 percent of our total organizational waste to landfill or incineration. We will achieve this goal through “waste optimization” which includes more recycling and composting, careful segregation of waste, using fewer supplies, reprocessing products where safe and feasible, and practicing source reduction.

Carbon Negative by 2030
Providence St. Joseph Health

ENERGY & WATER

Energy use is the source of about 33 percent of our total greenhouse gas emissions. By 2030, we will reduce emissions from natural gas by 10 percent and from electricity by 90 percent. Caregivers can help us reach these goals by turning off lights and equipment when not needed for care, and by encouraging their local ministry to purchase energy efficient equipment.

Water is a life-sustaining resource in declining supply. Opportunities to reduce water use include purchasing efficient water-consuming equipment when possible, fixing leaks promptly, choosing high efficiency plumbing fixtures and adding more drought-tolerant landscaping.

Carbon Negative by 2030
Providence St. Joseph Health

AGRICULTURE & FOOD

Modern agriculture is a significant source of greenhouse gases. Caregivers can help improve access to healthy, sustainable foods by growing gardens or taking part in community-supported agriculture (CSAs). In addition, local ministries can help by purchasing more local, sustainable and plant-based food, reducing food waste through menu planning, increasing composting and food donations, and eliminating single-use non-compostable dishware.

Carbon Negative by 2030
Providence St. Joseph Health

CHEMICALS

Health care uses many toxic chemicals. Our organization is committed to reducing unnecessary exposure of caregivers and patients to chemicals of concern by understanding when they are present in our products and what safety measures can be taken. Purchasing teams can identify opportunities to select less toxic alternatives. In clinical settings, many ministries are working to reduce their greenhouse gas emissions from certain anesthetic agents and nitrous oxide. In food services, many ministries are choosing lower-chemical options in meat, produce and dairy.

Carbon Negative by 2030
Providence St. Joseph Health

TRANSPORTATION

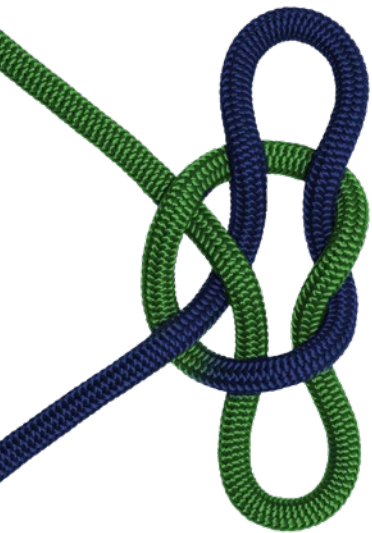
The burning of gasoline and diesel contributes significantly to climate change and air pollution. As an organization, we are working with our distributors to minimize the distance products and supplies travel to reach our ministries. We are also looking for opportunities to improve our vehicle fleet to become more fuel efficient and run on electricity. Caregivers can avoid non-essential business travel and use of single-occupancy vehicles (SOVs) for commuting. Local ministries can also help reduce pollution associated with transportation by building programs that support an active lifestyle (biking, walking) and tele-commuting.

Carbon Negative by 2030
Providence St. Joseph Health

We Grow



On August 31st, our Adolescent Inpatient Unit (AIU) opened, continuing Providence St. Joseph Health's lead in improving our nation's mental and emotional well-being. The 14-bed AIU allows us to better serve the needs of adolescent patients in Montana.



The Clinical Decision Unit (CDU) opened on October 5th. The 10-bed adult observation unit accommodates patients in private rooms equipped with telemetry bedside monitoring.



Excellence Recognized. St. Patrick Hospital Awards

HEALTHGRADES –Provides public information about physicians, hospitals and healthcare providers:

- **Five-Star recipient** for treatment of heart attack *two years in a row* (2019-2020)
- **2019 Orthopedic Surgery Excellence Award** for *two years in a row* (2019-2020)
- **Joint Replacement Excellence Award** *four years in a row* (2017-2020)
- **Top 5% in the nation for joint replacement** *three years in a row* (2018-2020)
- **Top 10% of the nation for overall orthopedic services** *for two years in a row* (2019-2020)
- **Top 10% in the nation for joint replacement** for *four years in a row* (2017-2020)
- **Five-Star recipient for total knee replacement** *four years in a row* (2017-2020)
- **Five-Star Recipient for total hip replacement** for *eleven years in a row* (2010-2020)
- **Five-Star recipient for spinal fusion surgery** *two years in a row* (2019-2020)
- **Five-Star recipient for treatment of stroke** *two years in a row* (2019-2020)
- Recipient of the **Healthgrades 2020 Pulmonary Care Excellence Award**
- Named **among the top 10% in the nation for Overall Pulmonary Services** in 2020.
- **Five-Star recipient for treatment of pneumonia** in 2020.
- **Five-Star recipient for treatment of sepsis** for *seven years in a row* (2014-2020)
- **Five-Star recipient for treatment of diabetic emergencies** for *three years in a row* (2018-2020)
- **Outstanding Patient Experience Award™** for *seven Years in a Row* (2014 - 2020)
- Named **among the Top 5% in the Nation for Outstanding Patient Experience** for *three years in a row* (2018 - 2020)

- Named **Among the Top 10% in the Nation for Outstanding Patient Experience** for *five years in a row* (2016 - 2020)

AHA MISSION LIFELINE

- **STEMI Receiving Center Gold Quality Achievement Award.** (July 2020)

US NEWS & WORLD REPORT

- St. Patrick Hospital is recognized as **best hospital in Montana**
- Best Regional Hospital
- High Performing Hospital: Pulmonology
- High Performing Hospital: Aortic Valve Surgery
- High Performing Hospital: Hip Replacement
- High Performing Hospital: Knee Replacement

MONTANA STROKE INITIATIVE

- Recognizes St. Patrick Hospital and their interventional radiologists as a **“Stroke Heroes”** for the large hospital category. (June/July 2020)

PRESS GANEY

- **Guardian of Excellence Award** (recognizes outstanding inpatient Press Ganey patient satisfaction performance)

PROVIDENCE ST. PATRICK HOSPITAL IS RECOGNIZED BY HEALTHGRADES:

- Named Among the **Top 15% in the Nation for Outstanding Patient Experience** for *seven years in a row* (2014 - 2020)

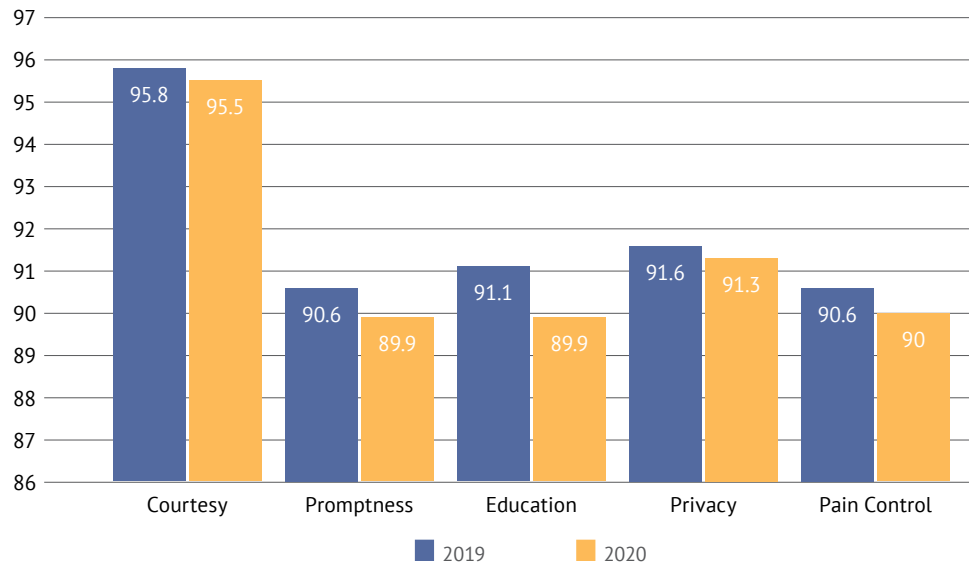
LEAPFROG

- **Grade of “A”** (how safe hospitals are for patients)

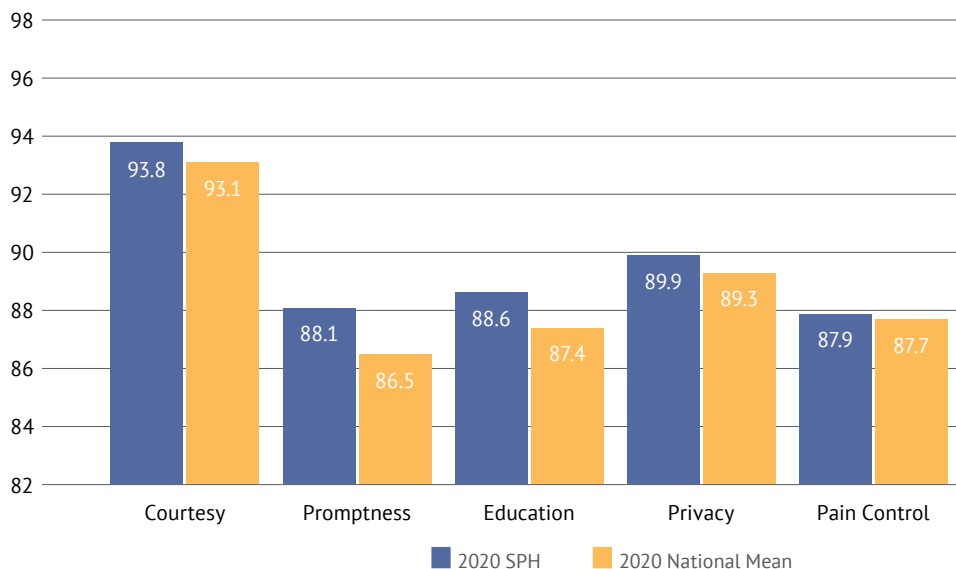
Nurse Sensitive Quality Indicators

In 2020, our patient satisfaction scores declined an average of 0.6% across 5 nurse sensitive domains when compared to our 2019 results. Barriers we encountered related to the COVID pandemic that may have affected our patient satisfaction scores might be attributed to visitor restrictions, PPE requirements, COVID quarantines, as well as the multitude of other pandemic related stressors experienced by our patients, families, and our caregivers.

2020 Patient Satisfaction



2020 Patient Satisfaction with Nursing Care



Despite our small decline in our patient satisfaction scores from 2019 to 2020, St. Patrick Hospital still outperformed the national mean in Courtesy, Promptness, Education, Privacy and Pain Control.



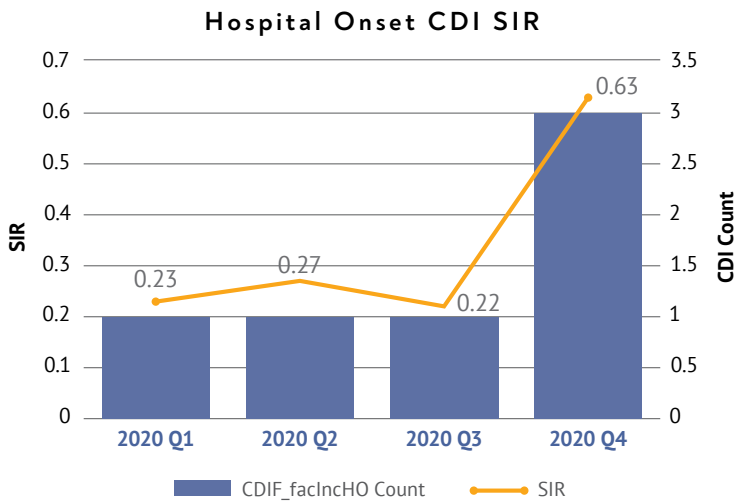
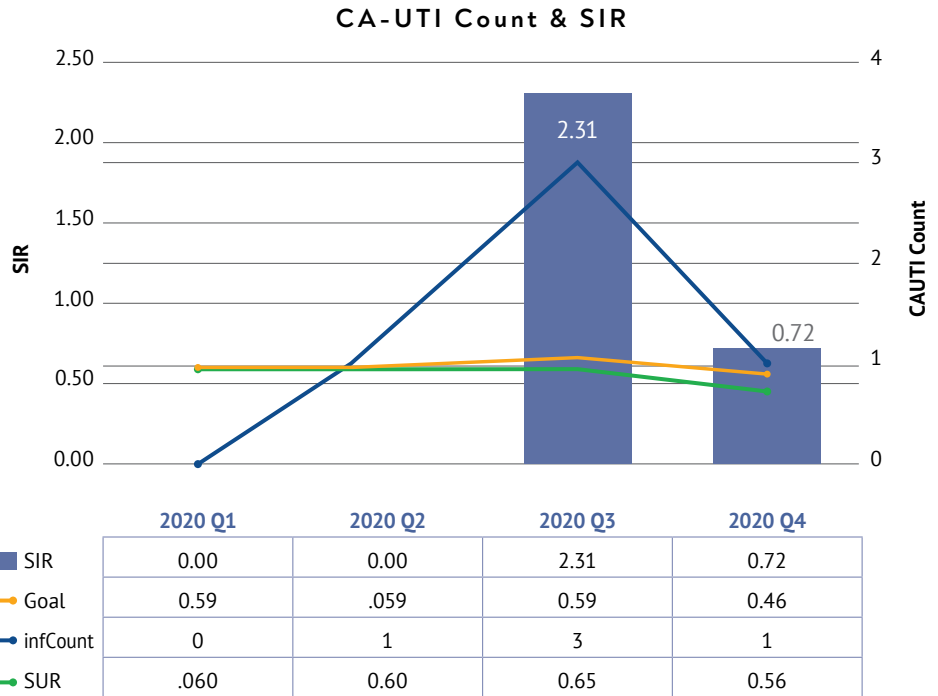
INFECTION PREVENTION

In 2020, SPH worked tirelessly to meet the added demands of the COVID pandemic while simultaneously maintaining our clinical outcomes through our nurse-sensitive clinical indicators. The strain of the pandemic directly affected some clinical indicators in Q3 & Q4, however, action plans to improve were quickly implemented.

Catheter-Associated Urinary Tract Infection

SPH continued to focus upon the appropriated clinical use of indwelling urinary catheters and prompt removal when a patient's clinical status changed, and the catheter was no longer indicated. In Quarter 3, we had 3 CA-UTIs which coincided with our surge in COVID patient admissions. An action plan for CA-UTI was quickly formulated which included process measure audits and collaboration with our Inpatient Value Stream.

We met the system target for Q1 & Q2 but did not meet that metric in the last half of 2020.



Clostridium Difficile Infection

We continue to utilize a two-step methodology for CDI testing that identifies CDI infection vs. colonization. In addition, we continue to maintain appropriate use of hand hygiene, transmission-based precautions, and antimicrobial stewardship. In addition to an intense focus proper use of appropriate PPE and COVID precautions, environmental cleaning using a UV-C device and bleach disinfection after all known positive non-ICU CDI patient dismissals as well as after every ICU patient regardless of the diagnosis.

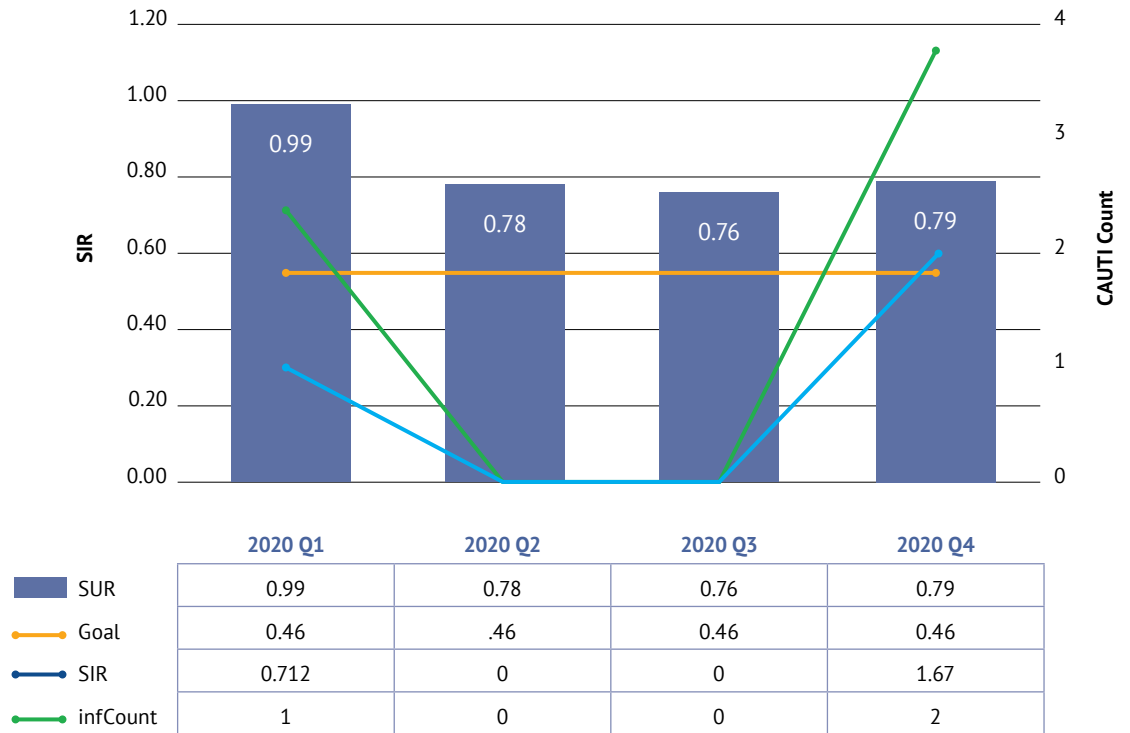
System target was for CDI was a SIR<0.624. SPH CDI SIR achieved was 0.35 for 2020. This represents 6 patients with hospital onset CDI during 2020 compared to 3 patients in 2019.



Central Line-Associated Blood Stream Infection

SPH did not meet the system target (0.46) for CLABSI. We experience 3 CLABSIs in 2020. Action planning to improve this metric included new dressings for peripherally inserted IV sites and new central line securement devices as well as chart reviews, policy reviews and regular IV site assessments.

CLA-BSI Count & SUR Data

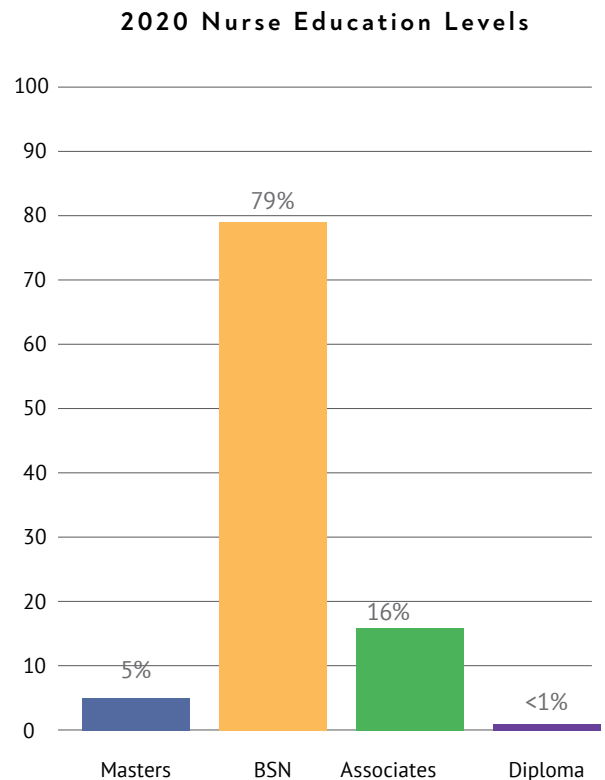


EDUCATION & CERTIFICATIONS

In 2011, The Institute of Medicine Report—*The Future of Nursing*—recommended to increase the proportion of nurses with a baccalaureate degree or higher in nursing to 80% by the year 2020. The report suggested that to work collaboratively and effectively as partners with other professionals in a complex and changing system, nurses need to achieve higher levels of education, both at the time of entry into the profession and throughout their careers.

In response to the IOM recommendations, St. Patrick Hospital has been actively working to meet the goal of increasing our proportion of nurses with a baccalaureate degree or higher in nursing to 80% by the year 2020. We are happy to report this goal was exceeded by the end of 2020. In total, 84% of St. Patrick Hospital nurses have a baccalaureate degree or higher in nursing.

A breakdown of nursing degrees is below.

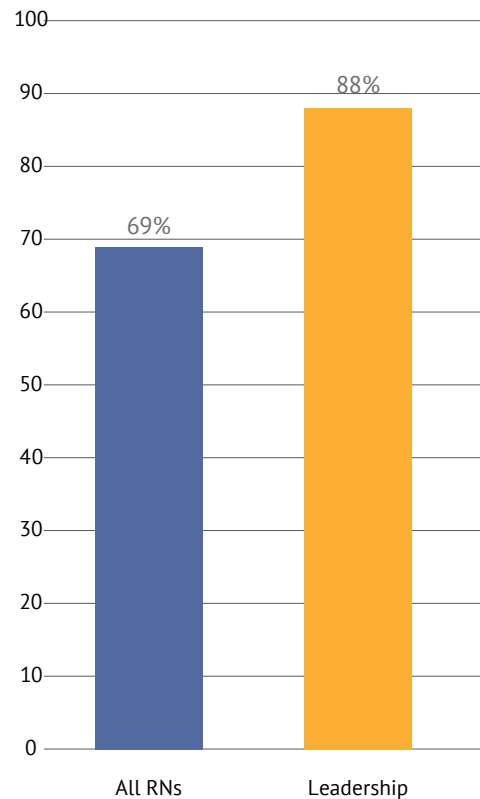


St. Patrick Hospital rewards and recognizes nurses who meet the strong professional development requirements required to obtain and maintain nationally recognized nursing certifications that have been approved by the ANCC Magnet Recognition Program®. A large body of research suggests that nurses who are certified in a specialty area enhance their professional credibility, validate their competence and strengthen specialized knowledge in their clinical area of nursing practice. 88% of our nurse leadership team are certified and 69% of the nurses on our units or care areas are certified in their nursing specialty.

St. Pat's supports the educational and certification goals for our nurses by providing:

- A higher wage to certified nurses
- Recognition of all certified nurses on Certified Nurses Day – March 19th
- Reimbursement for certification review courses and exam costs
- A personal thank you note to each certified nurse from the CNO when a nurse gains their first nursing certification
- CEUs for every nurse offered annually
- Tuition assistance for degree advancement
- Support of a reduced tuition rate for the RN-BSN completion program at the University of Providence
- Professional development funds through our Foundation

2020 Percentage of RNs with National Certification



CLINICAL ACADEMY

PRECEPTOR

- 42 attended class in 2020
- 21 attended class in Feb 2021; more classes scheduled in July and November 2021
- Curriculum is based on Married State Preceptor Model
- Pre-learnings (via HealthStream) prepare learners for the activity-based, in-class content

CORE FUNDAMENTALS

- 21 nurse residents graduated from Core Fundamentals in 2020
- EBP activity in class 4 includes choice of 4 EBP activities (Evidence on the Fly, PICOT Question and Literature Review, Dissemination of Evidence, and Evidence in Policies); all residents report out at graduation (save the date for 3/24, 7/29, and 12/2!)
- Core Fundamentals reduced from 8 classes to 6 in 2020; self-care and safety are now woven into the curriculum for every class
- Based on QSEN competencies (Patient Centered Care, Teamwork and Collaboration, EBP, Quality, Safety, and Informatics)

MED SURG TRANSITION IN PRACTICE

(for all Med/Surg nurse residents/fellows)

- 23 nurse residents/fellows graduated from Med/Surg TIP in 2020
- Approximately 40% of the curriculum is online (Mosby's Med/Surg Nursing Orientation)
- Class time is a combination of activities, skills labs, simulations, class discussion, and lecture

ORTHO/NEURO TRANSITION IN PRACTICE

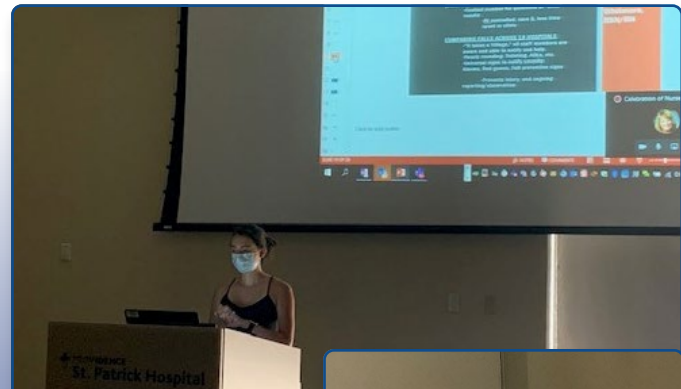
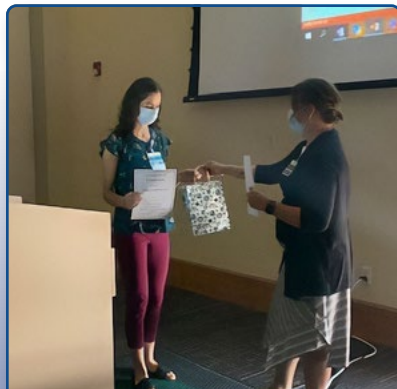
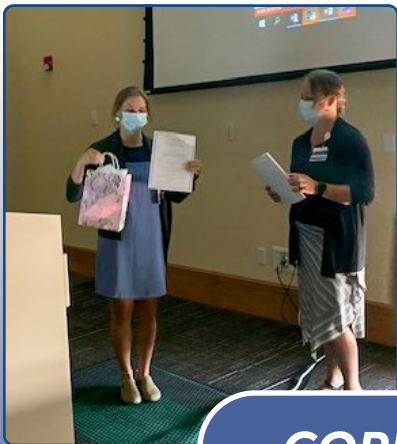
(for 4S nurse residents/fellows)

- 10 nurse residents/fellows completed Ortho/Neuro TIP in 2020 over two sessions
- Includes lecture, activities, and simulation

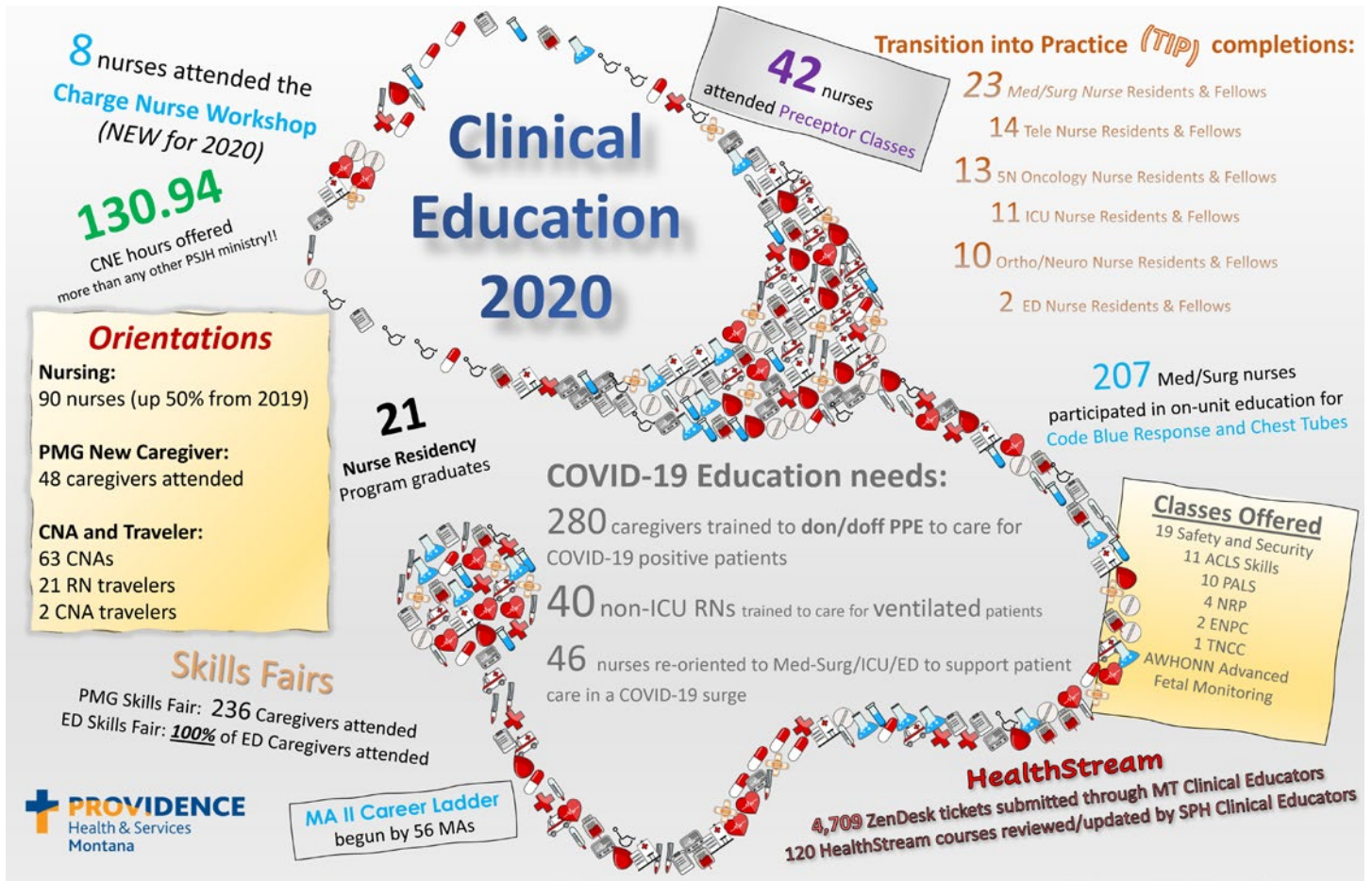
ONCOLOGY CLASS

(for 5N nurse residents/fellows)

- 13 nurses participated in 2020 over two sessions
- Uses portions of the Clinical Academy curriculum to create our own 5N Oncology Class
- Includes an online portion, lecture, activities, and simulation



CORE FUNDAMENTALS CLASS GRADUATES



TELE TIP (for 4N nurse residents/fellows)

- 14 nurses participated in 2020, including 4N and CDU nurses
- Online modules serve as pre-learning; classes are activity-based with focus on rhythm interpretation, patient assessment and management

CHARGE NURSE WORKSHOP (NEW in 2020)

- 8 nurses participated in 2020, including 2 from SJMC
- Designed for nurses who are new(er) to the charge nurse role
- Online modules serve as pre-learning; workshop focuses on leadership skills and includes a four-part simulation activity

CONGRATULATIONS!





Awards & Recognition

We recognize and celebrate our nursing caregivers and leaders throughout the year.

QUALITY AWARD

Awarded to individuals or departments who are identified as high performers in nursing quality.

<p>FEB 4NORTH AND QUALITY ASSURANCE For massive improvements in RN Satisfaction Scores</p>	 <p>Day Surgery</p>
<p>MAR NEUROBEHAVIORAL MEDICINE INPATIENT For outperforming the Press Ganey mean in the areas of: Friendliness/courtesy of nurses for 18 consecutive quarters</p> <ul style="list-style-type: none"> • Nurses prompt response to requests for 13 consecutive quarters • Degree to which nurses introduced you to the unit & program for 13 consecutive quarters • Physical pain taken care of for 8 consecutive quarters 	
<p>AUG DAY SURGERY For improvement in Press Ganey Pain scores</p>	 <p>5North</p>
<p>SEPT FAMILY MATERNITY CENTER For outperforming the Press Ganey mean in the areas of:</p> <ul style="list-style-type: none"> • Friendliness/courtesy of the nurses – 20 consecutive quarters • Promptness in responding to the call button– 20 consecutive quarters • Instructions given about how to care for yourself at home– 20 consecutive quarters • How well your pain was controlled– 20 consecutive quarters 	
<p>NOV 5NORTH No Catheter Associated UTIs in last 7 quarters</p>	
<p>DEC ST. PATRICK HOSPITAL CAREGIVERS For their contributions that led to our receipt of the Press Ganey Guardian of Excellence award</p>	

INNOVATION AWARDS

A quarterly award that is bestowed upon a person, group, or department that has an especially effective idea that changes structures, processes or outcomes in our care delivery.



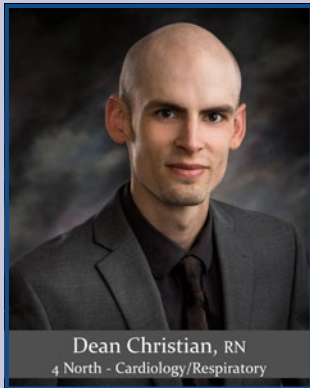
Inpatient Cardiac Rehab

- Q2 MULTIPLE DEPARTMENTS**
For unprecedented time and effort to prepare for Covid-19
- Q3 INPATIENT CARDIAC REHAB**
For implementation of modified sternal precautions: “Keep your move in the tube” for open heart patients.
- Q4 5SOUTH AND INTENSIVE CARE UNIT**
For implementation of “covid runners”. This is an unencumbered nurse that is available as a resource for the Covid RN’s so they don’t have to doff and don PPE more than necessary. The runner is an extra support person in both areas who is available to grab supplies or gown up and assist the nurse in the room if necessary.

DAISY FOUNDATION AWARD

A quarterly award that goes to a clinical nurse honoree who personifies our remarkable patient experience. Nominations come from patients, families and visitors.

Q1 4North - Cardio/Respiratory



Dean Christian, RN
4 North - Cardiology/Respiratory

This award goes to my nurse, Dean. He has helped me more than anyone ever had. I’m so grateful for the winter gear; it truly is a life changing moment. I’ve been give the absolute best gifts to help me go see my boys. I’m beyond words. Fact is everyone here has been nothing but amazing. I’ve been blessed with another chance. It’s like a miracle. I needed to be understood and I can’t say thank you enough. I love you people. It’s so amazing what they do; gives me strength that I can do this

Q3 Intensive Care Unit



Leigh Torcoletti, BSN, CMSRN
Intensive Care Unit

When my husband was in the ICU he received outstanding care. One nurse, Leigh, in particular stood out. She was exemplary. She worked so hard. She was quick and efficient. She is a highly skilled nurse - very knowledgeable with good instincts. Leigh used very good judgment in how to deal with any problems that arose. She was definitely a team player and worked well with other staff all the while taking the lead in providing top of the line care. She demonstrated a great understanding of sterile, clean nursing care. She was a highly skilled professional in every way. She was kind, thoughtful, considerate and gentle. Leigh never hesitated to answer any questions we might have. She generously accepted a phone call from me after I had left the ICU and could not return. Leigh deserves the highest praise and has our deepest gratitude for being such a competent caring nurse.

Q2 Family Maternity Center



Angie Seal, BSN, RN, RNC-NIC
Family Maternity Center

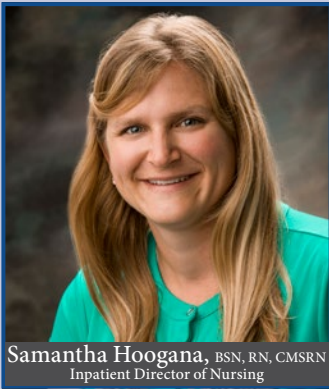
We had a very difficult time due to decisions we had to make about the delivery of our baby based on guesswork and “no right or wrong answer here”, but very serious possible repercussions. When Angie came on shift, she was very positive, very happy, and very helpful. She saw how frustrated we were

and took the time to sit with us and show us she was focusing on US, not just going through the motions. She answered all of our questions, and sat and talked with us to make sure we were doing ok and had everything we needed. She was very polite and respectful throughout the entire process. Later, after the baby was born and she was working in the NICU, she was very informative and took my questions very seriously which eased my mind a lot. She went out of her way to make sure we knew what was going on and ask if we had questions or if she could help. Throughout our entire stay, Angie was an angel. She kept me relaxed, informed, and sane. Thank you so much, Angie, for everything you did for us. You deserve more than a simple award to show how much we appreciate you. You are an amazing person! Thank you!

DAISY NURSE LEADER AWARDS

A biannual award that goes to a nurse leader who role models extraordinary behavior, creates an environment of trust, compassion & mutual respect, and promotes & enhances the image of nursing

JUN Inpatient Director of Nursing



Samantha Hoogana, BSN, RN, CMSRN
Inpatient Director of Nursing

I am honored to nominate Samantha Hoogana, BSN, RN, CMSRN for the Daisy Nurse Leader Award. Sam is known for her high standards of performance and caring manner in which leads with. She cares for our nurses, patients and family members with respect and dignity and is a significant asset to this hospital. Sam has been an RN at St. Patrick Hospital since 2006. Sam has a passion for nursing and healthcare overall. In her role as the Director of Inpatient Nursing, she has significant influence in nursing across various units and with several interdisciplinary teams. She motivates us all to perform and bring ideas to the table in order to continuously improve our workplace environment and meet our goals. Sam never says “no” to a challenge and sets the standards for others with integrity and kindness. She is always open to new endeavors and works to create a collaborative approach to leadership and operations. Sam may have multiple “balls in the air” with her work responsibilities, ongoing projects and continuous problem solving, but she always finds the time to help others when they ask for her leadership. Sam is well known throughout the hospital for her compassion, energy, trust and mutual respect. She is highly respected by her peers and appreciated by caregivers throughout the hospital because of the way she treats others. The combination of her high ethical standards and experience enable her to be an excellent mentor and role model to other caregivers. Sam is an exemplary role model to others who report directly to her, those who collaborate with her in teams and those whose roles might intersect with hers throughout the hospital as well. Sam continuously role models professional and respectful relationships between our ministry leaders and caregivers. Sam is also serving as a role model to other nurses by continuing her nursing education and professional development by pursuing her Masters in Healthcare Administration. She represents our hospital well as she strives for excellence in problem solving and patient care. Sam exemplifies our Providence Mission and core values in the work she does every day at St. Pat’s by motivating our caregivers with a shared vision to achieve better outcomes for our patients and workplace environment for our caregivers.

OCT Intensive Care Unit

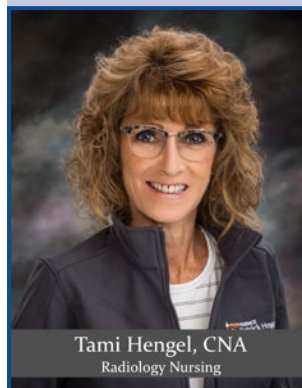


Sara Blackwell, BSN, RN, CCRN
ICU

Sara has been a dedicated RN here at St. Pats for >12 years. She is an exponential leader in and out of the hospital. Dedicated to caring for her coworkers and patients she is a true nursing role model. Her work ethic is incredible, always moving and grooving to the ever-changing atmosphere in the ICU. She has many strong roles in our ICU, here are just a few; Charge RN, Preceptor, UBC leader, Scheduler, Fund raiser extraordinaire... etc.. Team work should be her middle name. Sara is an advocate for all. Her limitless knowledge is very helpful in ensuring that the patients at Providence Saint Patrick hospital receive the most up to date and evidence based practiced care. She has been a leader in creating a safe environment in our ICU throughout the current pandemic. Her astute attention to detail and work endurance have not wavered during these uncertain times. I look up to her, not only for her many roles in nursing but for her enthusiastic demeanor. I nominate Sara Blackwell for a The Daisy Nurse Leader Award, she deserves the recognition. Thank you, Sara, for always being the back bone to our ICU! Cheers Sister!

OUTSTANDING CAREGIVER AWARD

Our annual award that goes to non-licensed staff that embodies our vision to answer the call of every person we serve: Know me, care for me, easy my way. Nominations also come from fellow caregivers.



Tami Hengel, CNA
Radiology Nursing

Tami defines compassion on a daily basis. Her focus, from the time she arrives to work is on her patients. She directs her conversation with patients to their needs and concerns and then acts to fulfill them where and when she can. Excellence: Tami is thorough in her approach to work. She thinks ahead and plans accordingly, anticipating needs of the staff she works with and the needs of the patients she serves. Working with her is a clinic in efficiency. She is an awesome co-worker.

SPIRIT OF NURSING AWARD

Our annual award to the Nurse that embodies our vision to answer the call of every person we serve: Know me, care for me, easy my way. Nominations come from fellow caregivers.



Tamara Powers, MSN, RN, CIC
Winifred Kessler, BSN, RN, CIC

WINIFRED KESSLER, BSN, RN, CIC

Fred - Reaching our Community: Fred commits herself to her team and community through her daily work. During her time as the leader of the Care and Isolation Unit, Fred communicates frequently with Rocky Mountain Laboratory. The partnership between Providence St Patrick Hospital and Rocky Mountain Labs has been beneficial to both and this relies on effective communication and partnership practices. Now that practices have changed quickly during COVID-19, Fred consistently provides thorough communication to caregivers and community partners. Infection prevention continually offers resources on our practices, updating community partners in this changing world. As I have worked with infection prevention, I have witnessed Fred's interactions with skilled nursing facilities, Montana State Prison, the Army Corps of Engineers, University of Montana, and various other organizations. She reaches our community to communicate the best practices for infection prevention.

TAMMY POWERS, MSN, RN, CIC

Tammy has been practically living at the hospital to prepare us for the COVID-19 onslaught. She pursues excellence by diligently researching and conferring and consulting with peers on the best ways to keep all of us and our patients as safe as possible in these unprecedented circumstances.

Seeking evidence for our practice, Reaching our community: Tammy is spending untold hours researching best practice for COVID-19 infection prevention and caregiver protection. She is an expert in her field and has made herself available to the community, frequently advising other facilities, healthcare departments, and even individual community members who call in with questions or concerns. We would all be in a much larger crisis without her leadership and dedication

BE EXTRAORDINARY EVERYDAY (BEE) AWARD

Recognizes caregivers that support care of patients and families. The Bee Award honors Certified Nursing Assistants, Medical Assistants, and Technicians.

Q1 4North - Cardio Respiratory



Amanda Kahn, CNA
4North

When my husband was a heart patient for several days on 4N Amanda was so very caring and kind. She was actually the best CNA on the floor. She was kind and efficient. She always had a smile and very eager to help clean up messes. She attended every request with a smile and kind news. She was true servant of yours and did her best to honor every request. We both were so excited when we knew Amanda was on shift. She was always very happy. We hope you will honor her with a great reward. This young nurse should be encouraged to stay in the field of nursing. She is so wonderful. She made my husband's stay the best. Best CNA ever.

Q2 CT



Amy Olson, CT Tech
CT

She was amazing! She was courteous and respectful. She went out of her way to make me comfortable and safe. She did an awesome job putting in my IV and making it not hurt. She was compassionate when I told her my story of why I was in the hospital and she was warm and non-judgmental. She was a great nurse and she should be considered for this award.



High Points of 2020

ANNIVERSARY MILESTONES

35 YEARS

Karen Sautter
Elizabeth Keffler
Kathy Schaller

30 YEARS

Lisa Stelling
Neil Thompson
Wanette Filek

25 YEARS

Margaret Long
Rhonda Brownlee
Gina Demers
Joven Olson
Minette Long
Mary Carroll

20 YEARS

Sarah Brown
Nicole Davis
Jocelyn Doyle

Richard Eppard
Sarah Husbyn
Tammy Redmon

Teresa Rigby
Cynthia Knutsen
Kerri Alderson

Deborah Furtney
Kirk Hester
Lynn Soll

15 YEARS

Samantha Hoogana
Katie Trottier
Christina Michael

Christine Tucker
Samuel Nelson
Janna Conklin

Mary Hansen
Amy Fournier
Luise Thibeau

James Maddux
Brie Guilmette
Holly Little

Inga Talbot-Krastel
Megan Parks
Gina Welch

10 YEARS

Margaret Wicher
Marjorie Hemphill
Lorina Massey
Helena Mast
Katie Finneman

Whitney Laws
Lisa Harshbarger
Sierra Casselman
Dean Christian
Leah Leitch

Amanda Castonguay
Bianca Chairez
Marion Lowe
Jolene Loewen
Kathleen Dahl

Zori Shaffer
Lyudmila Toole
Laura Hedstrom
Megan Hamilton
Melina Peters

Clint Zilliox
Jennifer Zilliox

5 YEARS

Jennifer Scalise
Elizabeth Evangel
Angela Fowlkes
Alexandra Nooney
Amanda Peters
Susan Tower
Jack Crocifisso
Michele Hugulet
Katie Peot
Mariah Tillo
Erica Ayling
Laura Granger
Eve Knudsen
Dustin Marchant
Colleen Stiles
Alexander Williams
Jelly Wustner
Angela Anderson
Dawn Calkins

Megan Carey
Jane Crist
Renee Goertzen
Amber Grapensteter
Jessica Harvey
Jenora Haxton
Tracy Herndon
Cathleen Holgate
Amy Hood
Mary Irvine
Shantae Jones
Kayla Kallas
Joanna Lenaburg
Amanda Martinez
Shannon Pederson
Elizabeth Petriccione
Amber Phillips
Ariann Schultz
Kathryn Schweitzer

Ansha Surratt
Brian Walker
Deanna Winchel
Nina Neal Nemoff
Rachel Clark
Erin Dougherty
Cynthia Geiges
Angela Miller
Birgitta Nelson In
Pirrone
Malisa Peters
Amanda Weinberger
Nereyda Calero
Heather Gerhard
Sarah Schmidt
Jacqueline Defiore
Joseph Donnelly
Erin Horner
Jasmine Snead

Makenzie Soderling
Ann Summerton
Patricia Thien
Heidi Meierbachtol
Sandra Stroot
Dana Havelka
Sara Orton
Kaleb Barrett
Diana Maedche
Kimberly Whitehead
Rachel Barstow
Karina Beall
Brianna Hobbs
Julia Johnson
Marissa Maries
Jared Mccoy
Nathan Mink
Linda Bevilacqua
Kristi Larose

Oriana Turley
Carolyn Esteves
Rachel Haase
William Halden
Carmen Heavirland
Katherine Levaux
Stephanie Metcalfe
Joshua Miller
Kyle Neeley
Amber Warden
Kimberly George
Amanda Selle
Jennifer Sol
Sheryl Krzyzanowski
Adrian Langendoerfer
Christine Rosenbaum
Corey Wahl
Lorianne Wahl
Wendy Warren



Our **Professional Practice Model**

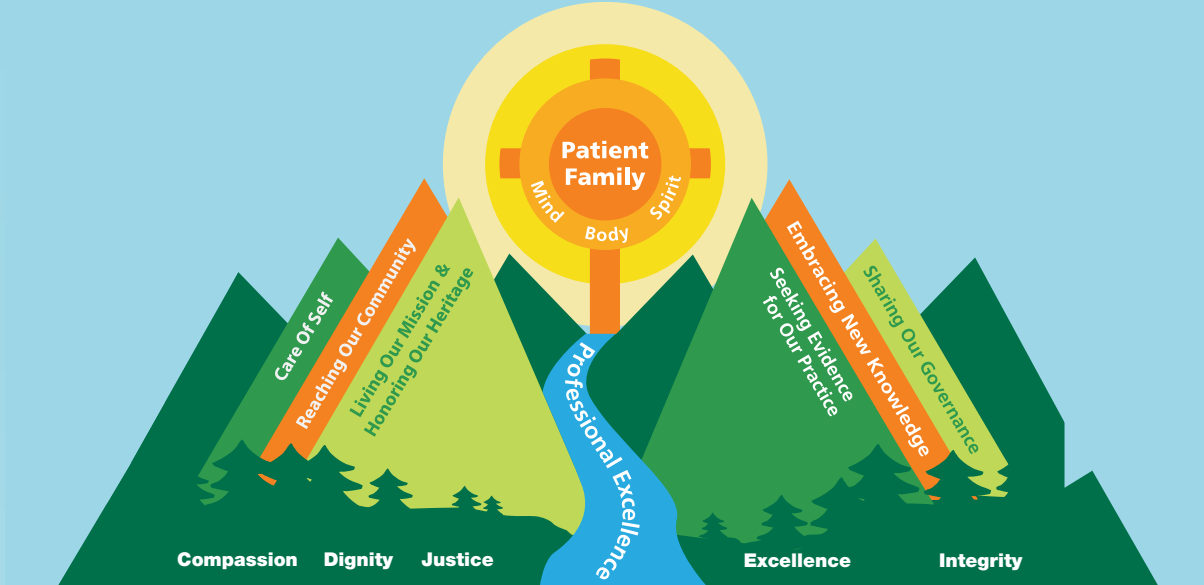
The St. Patrick Hospital Professional Practice Model (PPM) was designed to serve as a schematic depiction of how SPH nurses practice both the art and science of nursing. Our PPM incorporates several aspects of nursing practice, including patient care, communication, collaboration, professional development and caring for oneself.

The Providence values of Compassion, Dignity, Justice, Excellence, and Integrity are the foundation supporting nursing practice and the bedrock below the mountains. The mountains mirror the geography surrounding the Missoula valley. Each mountain formation represents a tenet that, when combined, form the overarching commitment to our profession. These

tenets exemplify how we practice the art of nursing at SPH. The river flowing between the mountains represents professional excellence. Professional excellence at SPH embodies the constant and continuous current of knowledge needed to provide sustenance to advance the science of nursing.



Professional Practice Model



Living Our Mission & Honoring Our Heritage

To our patients: We promise to know you, hear you, engage you in your care, keep you informed, find time for you, learn from you, teach you and heal you.

To our staff: We promise to know you, hear you, engage you in patient care, keep you informed, find time for you, learn from you, teach you, support and empower you.

- As nurses, we believe:**
- We can make a difference in the lives of our patients and their families by delivering compassionate, equitable nursing care.
 - Our role is to embrace the needs of the poor, vulnerable and disenfranchised in our local as well as global communities.
 - Our care system is dedicated to providing the appropriate level of care throughout the continuum of our patients needs.
 - We are inspired by the courage and compassion of Mother Joseph of the Sacred Heart and the other Sisters of Providence displayed when, in 1873, they began a ministry of education and healing from a simple dwelling in the Missoula Valley.
 - We honor the Sisters call to respond to the needs of the poor and vulnerable with the same extraordinary vision, creativity, skill and pioneering spirit that marked their work in the late 1800s.
 - We are committed to continuing the legacy of caring that is founded on compassion, faith, and empathy as was taught by the Sisters at the St. Patrick Hospital School of Nursing established in 1906.

Reaching Our Community

- As nurses, we believe:**
- We are leaders in healthcare, and therefore we provide and support the partnerships that align our organization with regional entities to provide coordinated care honoring cultural diversity.
 - Our role is to work with patients, other healthcare disciplines and members of our community to determine the most appropriate care in the most appropriate setting.
 - We provide a healing environment that addresses the mind, body and spirit of our patients across the continuum through our integrated care processes.
 - We provide education to the public both independently and in partnership with our community organizations to positively impact the health of our community.

Care of Self

- As nurses, we believe:**
- We must pursue a commitment to our own well-being through making healthy choices personally and professionally to enhance safe, quality care to patients.
 - We are responsible for cultivating the skills of resiliency, stress management, change management, and self-maturation.
 - We are accountable to providing a supportive, caring, and professional environment to sustain ourselves and our peers.

Seeking Evidence for Our Practice

- As nurses, we believe:**
- Utilizing evidence to support and strengthen our practice is essential to achieving the quality of care we seek to provide to our patients.
 - Our profession has as its foundation the essentials of research, evaluation and translation of evidence into our clinical and operational processes.
 - Integrating evidence-based practice and research innovations into our profession enables us to provide high-quality, efficient care that improves our patient outcomes.

Embracing New Knowledge

- As nurses, we believe:**
- We must continually advance our knowledge and expertise in the field of nursing as it coincides with our goals of providing excellent care and improving patient outcomes.
 - In a system for rewarding nurses, through compensation and other non-monetary forms of recognition, who seek additional clinical expertise or advanced credentialing.
 - We are mentors who share our enthusiasm about professional nursing within the organization and the community.
 - Advanced practice nursing roles are essential in our organization as they support and enhance nursing care throughout the organization and the community.

Sharing Our Governance

"The decision-making process that places authority, responsibility, and accountability for patient care with the practicing nurse." (AONE Leadership Series 1996).

- As nurses, we believe:**
- The role of Shared Governance in our organization allows all staff opportunities for formal, collaborative and coordinated problem solving within the practice of nursing.
 - The principles of Shared Governance are attractive to nurses from all levels because of the compelling, valued activities and experiences they provide.
 - Shared Governance functions as a method to communicate decisions and strategies to the nurse at the bedside.
 - The model continually evolves through a review of implemented changes and by seeking input from the staff nurses as to its success in relation to their daily work.

Looking Ahead

Our focus for nursing in 2021 will be work in the Caring Reliably Quality and Safety Framework, guided by our 2021-2022 Nursing Strategic Plan. Our Strategic Plan has been updated to continue with the initiatives below for 2021, with an emphasis on creating a healing environment for our nurses. We aim to continue to build resilience from our challenges of 2020, improve population health, reducing health disparities and ensuring health equity for all by addressing systematic racism.

A few areas of focus from our Strategic Plan include:

- Create a diverse workforce reflecting the communities we service and create a work experience and culture that attracts, retains, inspires and develops caregivers: *develop and implement effective action plans to respond to caregiver feedback from our engagement survey.*
- Provide high quality care: *reduction in the following nurse sensitive indicators: HAI's, falls with injury, HAPI, CLABSI, and reduction of sepsis mortality and readmissions.*
- Continuation of the journey towards a highly reliable organization and reduction in patient harm: *increase reporting of near miss clinical events*
- Continued development of a safe and just culture: *increased reporting of workplace violence events, suicide risk workflow development*
- Enhance nurse participation in nursing practice shared decision making through shared governance.
- Improve health outcomes for mothers and babies.
- Improve response to the mental health urgent and emergent demands in our community.
- Nurses leverage technology to optimize safer and effective care and to improve communication and education with patients, providers and other members of the healthcare team: *Alaris pump integration with EPIC, EPIC upgrade in June 2021.*
- Effective workforce planning and develop to meet future needs: *Predictive hiring for RNs and CNAs.*
- Collaboration with our community partners to improve the health of our community: *Missoula City/County Health department, Partnership Health Center, Povarello Center, Missoula Emergency Services, just to name a few.*

These initiatives in addition to others, help to define our individual contribution to new and improved ways of care delivery and link our work to the strategic plan. Each caregiver contributes in the forward movement and sustainability of St. Patrick Hospital.



About Us

Providence St. Patrick Hospital is the oldest, operating ministry founded by the Sisters of Providence that is currently in existence today. Begun in 1873 in response to a need to care for the poor of Missoula County it began in an abandoned building on the banks of the Clark Fork River with the ingenuity and determination of three Sisters of Providence. Today, the hospital (still located on the same site) continues to reach out to meet the needs of the community, with a special intention of serving the poor and vulnerable. St. Patrick Hospital is a 253 licensed bed ministry serving western Montana and beyond. We are a Magnet-designated ministry, a Level II Trauma Center, and an Accredited Stroke Center.

St. Patrick Hospital provides superior care, expressed through our Mission of revealing God's love to all. Our services include cardiology and cardiothoracic surgery, trauma and emergency services, neurobehavioral medicine, neurology and neurosurgery, oncology, orthopedics, general surgery, weight loss and bariatric surgery, and Labor and Delivery. The hospital also offers wellness programs such as diabetes, wound care, and comprehensive laboratory and diagnostic imaging services.

Our Core Values of **Compassion, Dignity, Justice, Excellence, and Integrity** guide the work of our caregivers.

Our nurses live the practice model and care delivery model that they designed.



St. Patrick Hospital has been an **ANCC Magnet® Recognized Hospital** since 2013.

Scan to visit us online!



Montana.Providence.Org/hospitals/st-patrick/for-health-care-professionals/nurses/