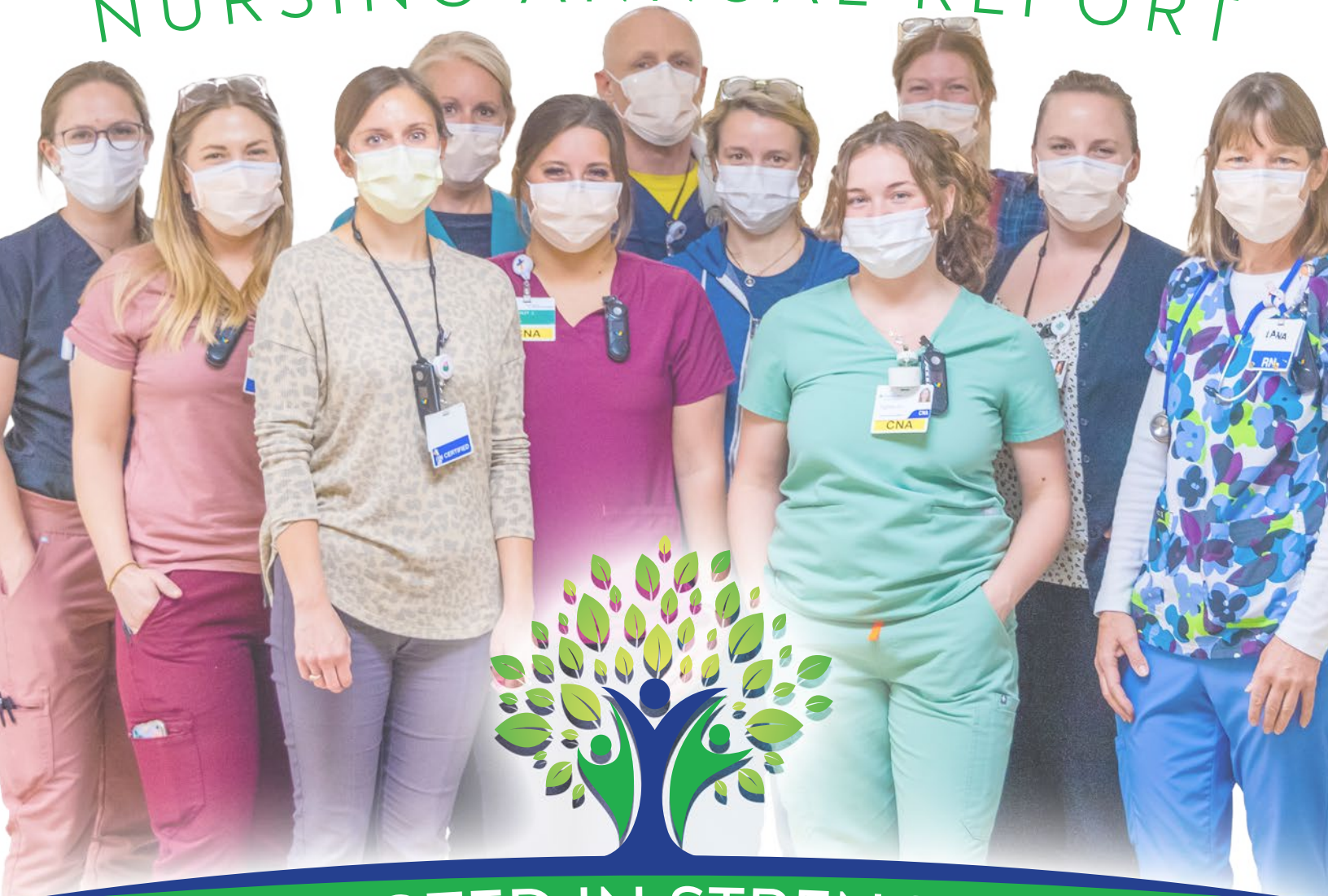


2021

NURSING ANNUAL REPORT



ROOTED IN STRENGTH





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.”



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From the Chief Nurse



Beth Hock
DNP, RN, NE-BC, FACHE
Chief Nursing Officer

ROOTED IN STRENGTH



When COVID was at its peak in 2021, Providence caregivers were working tirelessly day and night and were exhausted—hoping for an end to the virus’ spread and searching for something—anything—with a positive outcome.

Witnessing a team of nurses and other caregivers band together to respond to the demands of a global health care pandemic, I realized the positive outcome of all of this: our nurses.

Consistently, you demonstrated your compassion, focus on safety, and an unrelenting commitment to patient care. COVID-19 pushed everyone beyond their comfort zone. You answered the call and ensured the people in our community were taken care of. Your perseverance and clinical excellence touched so many lives.

It is my honor to be a part of this incredible nurse team. We have endured a monumental health care crisis. Together, rooted in strength we emerge, stronger, and more influential as individuals and as a profession. Thank you.

Sincerely,

Beth



Nursing Leaders



Joyce Dombrowski
MHA, BSN, RN, CPH
CHIEF EXECUTIVE,
PROVIDENCE HEALTH & SERVICES
- MONTANA



Beth Hock
DNP, RN, NE-BC, FACHE
CHIEF NURSING OFFICER
PROVIDENCE ST. PATRICK



Janelle Huston
MSN, RN, CNE
CHIEF OPERATING OFFICER,
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CLINICAL DECISION UNIT
RESOURCE POOL



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Steven Walters
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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



Emily Lloyd
BSN, RN, CEN
ASSISTANT CLINICAL
MANAGER, ED



William Halden
BSN, RN, CEN
ASSISTANT NURSE
MANAGER, OR



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CLINICAL NURSE MANAGER,
OP CHEMO



Tamara Powers
MSN, RN, CIC, FAPIC
MANAGER, INFECTION
PREVENTION



Danell Stengem
MSN, RN-BC, CNL
PROFESSIONAL DEVELOPMENT
MANAGER



Gratitude and Appreciation

The evidence is in the letters and notes we received from patients and families during another year of the COVID-19 pandemic.

“

“We want to thank you for saving my husband’s life, not once but twice now...You are all very special and amazing people to do what you do every day! We are ever so grateful to you All!!”

•

“Thanks to you for the special care you gave to my dear husband. Although he passed away we do appreciate the wonderful care he received at your hospital.”

•

“Erin (Ward-)Barney was so kind and efficient. I was so ill and Erin made me so much more comfortable. She is a wonderful nurse and I was impressed to have such a nice person care for me.”

•

“I would like to express my sincere appreciation for the care given to me. Having worked in the hospital setting for many years it was obvious to me that the team was well trained and extended medical care that was above and beyond.”



Shared Governance A Vital Ingredient to the Magnet Culture of Excellence



The critical concept of nursing shared governance is shared decision making between the bedside nurses and nurse leaders. This type of shared process allows for active engagement throughout the healthcare team to promote positive patient outcomes and also creates a culture of positivity and inclusion, which benefits a healthy work environment.

SHARED GOVERNANCE ACCOMPLISHMENTS

Nurse Advisory Council

The Nurse Advisory Council (NAC) is the central council under which sits all the other shared governance councils.

- Awarded:
 - DAISY Nurse awards to Teri Zaharko, NBMI LPN; Leah Leitch, FMC RN; Austin Walter, 4N RN ; Kirsten Landry, BSN, RN
 - Be Extraordinary Everyday (BEE) to Josh Soderling, Exercise Physiologist
 - Innovation Awards
- Instituted having Safety Officer attend meetings to provide safety messages
- Educated to the 2021 nursing focus of:
 - Stay true to the mission
 - Care of caregivers
 - Don't lose sight of long term operating commitments
 - Patient Experience
 - Quality
 - Sustainable performance (financials)
 - Value Based Contracts
 - Advance Practice (practicing at the top of your licensure)
 - Bullying no more
 - Engagement: autonomous nursing practice and shared governance
 - Fellowship and residency for all
- Introduced 2021 Nursing Strategic Plan
- Welcomed Teresa Bigand, nurse scientist, to partner with us for Research/EBP
- Approved the Professional Practice Model revisions made by Clinical Educator Council
- Educated to Peer Feedback

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 2021, the QSC was unable to meet on a consistent monthly basis due to surges in COVID. In 2021, despite the continued complexities of the COVID pandemic, the QSC continued to focus upon quality initiatives:

- Selected 3 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.
- 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.
 - Through this process, the following departments made improvements in these areas:
 - ICU: Patient Satisfaction –
 - How well pain was controlled
 - Friendliness/courtesy of the nurses
 - Promptness responding to the call light
 - CVL: Patient Satisfaction – Information about delays
 - 5N: Patient Satisfaction – Instructions given about how to care for yourself at home
 - OP Cancer Center: Patient Satisfaction –
 - Response to concerns or complaints
 - Friendliness of staff
 - Staff Concern for comfort
 - Endoscopy: Patient Satisfaction – Nurses concern for comfort
 - Radiology: Patient Satisfaction – Response to concerns or complaints
 - Provided education about various quality measures on updates on metrics for public-facing quality awards.
 - Collaborated with St. Joseph Medical Center with quality measures to improve outcomes



NATIONAL RECOGNITION FOR QUALITY

In 2021, St. Patrick Hospital continued perform well in quality and patient safety at the national level.

- 11th 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
- 8th 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:
 - 2021 Get With the Guidelines® - Stroke Gold Plus Quality Achievement Award
 - Target: Stroke Honor Roll Elite
 - Target Type 2 Diabetes Honor Roll
 - 2021 NSTEMI Receiving Center: Gold Quality Achievement Award
 - 2021 Get With the Guidelines® - Resuscitation Gold Quality Achievement Award for the Adult Population
- Healthgrades – Outstanding Patient Experience
- Women’s Choice Award – America’s 100 Best Hospitals for Patient Experience
- US News & World Report - #1 Hospital in Montana (3rd consecutive year)

Clinical Education Council

- Trained 108 new hire nurses, 37 traveler nurses, and 63 CNAs through Nursing/Traveler/CNA Orientations (record numbers for SPH)
- Trained 14 DoD nurses to assist during our critical staffing shortage
- Graduated 36 nurses from the nurse residency program
- Cross-trained 27 nurses to help with Team Nursing; hosted a class for 13 additional NBMI/AIU nurses on caring for med/surg patients
- Received Practice Transition Accreditation Program (PTAP) accreditation with distinction through the ANCC for residency program (system-level)
- Conducted a learning needs assessment of all SPH nurses and nurse leaders and developed unit-level and house-wide action plans based on results; the five focus areas on the house-wide action plan were all addressed through education
- Adopted a new process for enrollment of nurse residents/fellows in the Clinical Academy programs
- Facilitated education on new products
- Modified Med/Surg Transition into Practice curriculum to include new content based on requests from

nurse residents and observed gaps since the pandemic started

- Implementation of the Clinical Academy’s Nurse Leader Fellowship
- Purchased new NCLEX review manuals to support new nurse hires who have not yet taken NCLEX
- Adapted to changes in restraint check-off process due to pandemic, and successfully implemented unit-specific processes
- Submitted all required data through PNI Clinical Academy to receive CMS reimbursement for a portion of our 2020 RN residency expenses
- Launched the new Rise pathway, SPH Clinical Education Videos, a repository of recorded education at St. Pat’s, accessible to all staff at any time.
- Preceptor of the Year awarded to Beth Scalese

Green4Good Council (G4G)

- Communicated via monthly G4G Newsletters, quarterly dashboards, G4G Enthusiast emails, and group Facebook page
- G4G education incorporated into annual education by nurse educators
- Added Environmental Stewardship additions to our Professional Practice Model
- Presented at Nursing Journal Club
- Presented the Nurses Climate Challenge to two departments
- Raised awareness around Plastic Stewardship
- Held a bike fix-it clinic in partnership with Free Cycles and Missoula in Motion
- Use of Face shields to extend life of paper masks
- Reusable tube slides now stocked on all units to help with safely mobilizing patients
- March 1st: Expansion of metal spoon trial to 5 inpatient units and CDU

Employee Safety Council

- Installed perimeter at the Providence Center to reduce potential for vandalism and theft by maintaining 24/7 surveillance of parking lots, exterior entrances and grounds
- Reduce employee turnover by 25% to reduce the financial impact of turnover by rounding monthly with new Security caregivers vetted and hired utilizing the Talent Acquisition Team. Utilize existing team members in rounding efforts to build solidarity and camaraderie.
- Hired a Security Officer with a specific focus on the new Providence Center 4th floor AIU (Adolescent Inpatient Unit) 14 bed unit to reduce the response time and provide the caregivers a security



presence. Additionally, the ICU and 3rd Floor Adult Psych Unit at the Providence Center also expanded to a 24 bed unit from a 20 bed unit. This 5th AIU Officer (per shift) works in tandem with the PC Security when requested for the entirety of the Providence Center

- Quarterly inpatient safety huddle training with the new Aggressive patient caregiver packet that was deployed in 2020
- Workplace Violence Prevention Report process was re-evaluated and further developed with core leader and caregiver feedback. Workplace Violence Packet with resources was added to WFI to ease the way of caregivers and core leaders in reporting and documenting workplace violence events. This included an algorithm to outline appropriate caregiver follow up after an event occurred by core leaders and workplace violence committee members. Created and implemented Workplace Violence Prevention Intranet site that included workplace violence prevention resources, policies and reporting algorithm.
- Started Nurse Call upgrade which will improve the advanced analytics for specific types of calls; this will help with Alarm Safety

Clinical Practice Council

- Reviewed/revised 23 policies
- Made three changes based on opportunity for change forms
 - Reviewed providing wider access to pain meds for pediatric patients
 - Reviewed training additional staff for use of ultrasound machine for IV start
 - Reviewed and updated patient placement requirements for patients receiving Mannitol
- Reviews of Interdisciplinary Committee Information:
 - Review appropriate placement of patients on Mannitol
 - Pharmacy Policies Review- Pyxis Override List, Inpatient Argatroban Monitoring and Dosing Service, Inpatient Pharmacy Pain Service, Medication Unit-Dose Repackaging, Promethazine
 - Creating a Hypoglycemia Policy

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.

UNIT BASED COUNCILS ACCOMPLISHMENTS

5NORTH UNIT BASED COUNCIL

- Focused on nurse retention by team building/bonding ideas
 - Played holiday bingo on the unit
 - Team hikes during the summer
 - Animal costume contest

5SOUTH UNIT BASED COUNCIL

- COVID room set up and care routines for primary care nursing
- COVID rover checklist
- "What I learned on COVID" handout for new COVID nurses
- COVID door signage
- Multidisciplinary door tags for patient doors to indicate diet, if they have ordered meals, activity needs, who their caregivers are for the day, etc.
- Vocera groups for COVID unit
- Coordinated respiratory and phlebotomy education
- Organized extra equipment and PPE needed on the unit
- Tips and tricks sheet for nurses on other units that were caring for overflowed surgical patients
- Staff satisfaction and moral boosting ideas
 - GroupMe APP
 - Hiking groups and exercise classes
 - Book club
 - Time together when COVID numbers allowed

ICU UNIT BASED COUNCIL

- Eileen Rouns Inspiration Award-An ICU staff member who is nominated by their peers who demonstrate 4 core qualities: Nurturing other Nurses, Nursing Professionalism, Knowledge/Wisdom, and Resilience. Allison Onstad was the 2021 Eileen Rouns Award Winner.
- New Staff Recognition Board
- Thumbs Up board for staff
- Monthly Education: TEVAR, compassionate extubation, radical neck, proning, Fall Prevention
- Journal Club-Chest Tube Insertion Site Dressings
- 'Dubbers Care' Fundraiser-Raised \$1600 to be given to families in need to help pay for rent and utilities
- Worked on falls prevention, timely referrals for donors, admission paperwork
- Won the Beacon Award



ANTICOAGULATION UNIT BASED COUNCIL

DOAC PROGRAM

- All ACC RNs were trained to do the new patient visit and our follow up visits both. Training also completed for phone room RNs with handling of referrals, and workflow such as ensuring labs are done prior to visit, medication interactions, orders from referring MDs, liver and renal labs reviewed, etc.
- DOAC workflows and EPIC smart phrases were created and streamlined to allowed for uniform teaching in easy-to-follow checklists with helped guide the RNs with new patient educations, follow up visits, as well as the behind the scenes work that happens with the phone room RNs.

HOME MONITOR PROGRAM

- Updated home monitor questionnaire that the patients use when calling in their INR. This helped ease the workflow of the RNs who are completing these visits
- Ordered home monitor logbooks so patients could have a visual tracker of their INR values week to week. Many received these books when they first got their monitors. However, Roche diagnostics did not have any left in stock. Ordered inexpensive books on Amazon to “ease” the patient’s way.
- Updated the home monitor knowledge test

BRIDGING

- Revised our current smart phrase for bridging instructions for patients. This lessened patient confusion and increased patient safety by simplifying instructions and making them clearer so there were less medication errors.

SHADOW BOXES AND PATIENT EDUCATION

- Shadow box was installed on the wall as you enter our clinic. UBC came up with ideas that would be an educational piece that could be displayed in a fun creative way. We came up with a “fall” theme that included safety points on fall prevention. For winter, we created the “Snow many ways to be safe” theme with safety points about illness, covid, etc. These boards are shown below. The patient feedback has been wonderful!

ED UNIT BASED COUNCIL

- Created a whole new work flow for the department r/t COVID and the ED segregation plan
- Overhauled Room 5 as a covid intubation room.
- Encouraged increase in scan rates and smart pump usage
- Continued support for use of the buddy system and Team spirit. No one sits until we all sit.

- Increased efficiency by moving supplies
- “Get to know new caregiver” sheets
- Education on medication for Substance Use Disorder- Encouragement for Language change
- TBI discharge teaching and follow-Concussion follow up instructions have been standardized in EPIC, as a result of the workgroup Dr. Melzer and Gina Welch were in.
- Restraint education

RESOURCE POOL UNIT BASED COUNCIL

- Presented Alcohol and CIWA education at Nursing Journal Club
- CNA individualized appreciation bags- Included personalized water bottle, coffee card, candy, and encouragement
- Updated document on self-scheduling needs and requirements
- Planned 2 retirement parties for RP RN’s
- Planned a Resource holiday gathering
- UBC had 2 Mobility champions who worked on the culture of mobility project
- Currently working on nurse appreciation
- Members attended the MNA nurses convention
- Worked with Hospitalists and Managers to advocate for end of life COVID

SURGICAL SERVICES UNIT BASED COUNCIL

- Improved Float Nurse rotation of assignments
- Changed standing orders for Dr. Maki to include IC Green
- Changed requirements in DS to include ACLS for Nurses
- CHG kit education assigned for all staff
- Action plan for pain
- Implemented change for Float Nurses to be their own unit when deciding on Low Census
- Improved the process for Radiology patients going through Day surgery with the help of Michelle Kearney to allow radiology patients to be seen on the surgery schedule
- Improved the process of patients needing Covid swab on day of surgery by communicating in advance that they stay in their car until results
- Submitted Action Plan for Day Surgery – Patient Satisfaction – Instructions nurses gave about caring for self at home
- OR implemented a process for proper bed type on patients coming from the Operating Room
- Improved communication between Preop and OR with the use of the Redbook in the OR



- Finalized the Declination of Pre-Operative HCG Testing as a guideline for procedural areas
- Created a Post-Operative Reversal and Rescue Medications policy
- Awaiting official approval of Capacity Alert PACU

NEUROBEHAVIORAL INPATIENT UNIT BASED COUNCIL

- Update our visitor policy and visiting hours
- Collaborated with Adolescent Inpatient to work on improving patient belongings inventory
- Better ways to communicate what belongings a patient should or should not bring upon admission
- Organizing scrubs in the cupboards better

ADOLESCENT INPATIENT

- Nurse Group binder assembled with hope nurses continue to contribute content/ideas

- Admission passport implements
- Researching ‘what is available’ and what other facilities have implemented in regards to best practice in reducing restraint/seclusions on an inpatient adolescent unit
- Identified opportunities to improve in cultural humility such as bringing in diverse artwork, staff education, etc.
- Guardian Consent Medication Approval project – adding more common OTC medication to approval form
- Managing adolescents school supplies – where to store and way to ensure they don’t get left behind upon discharge
- Discussing ways to improve education and teamwork
- Patient phone list information spreadsheet created for handy access by caregivers
- Working on way to eliminate duplicate charting



Environmental Stewardship

Our Commitment to Health for a Better World

In 2021, PSPH reduced carbon emissions by 14,043 MTCO₂e or by 34,857,613 miles driven by an average gasoline-powered vehicle.

- **43%** of Waste Diverted from Landfill
- **95%** Conversion to LED lighting
- **186%** Increase in Composting
- **14.1%** Spend on Green Cleaning Chemicals
- Decreased Desflurane use resulting in **REDUCTION OF 139.32 MTCO₂E**
- Nitrous Oxide use **LOWEST** in healthcare system.



Excellence Recognized



#1 HOSPITAL IN MONTANA
as recognized by
U.S. News and World Report



ST. PATRICK HOSPITAL & MISSOULA CLINICS

FEBRUARY 2021

Providence St. Patrick Hospital is recognized by the American Heart Association

- 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**

APRIL 2021

- Providence St. Patrick Hospital achieved **“Straight A” recognition in Spring 2021** from Leapfrog Hospital Safety Grade. This grade demonstrates the continued commitment to put patients first.
- Providence St. Patrick Hospital is awarded the **100 Best Hospitals Women’s Choice Award fro 2021.**

MAY 2021

- **Healthgrades 2021 Outstanding patient Experience Award** to St. Patrick Hospital – top 5% (2014-2021)

AUGUST 2021

- The **American Heart Association** is recognizing Providence St. Patrick Hospital nationally for the **2021 Get With The Guidelines®—Stroke:**
 - **Gold Plus Quality Achievement Award**
 - Target: **Stroke Elite Honor Roll Award**
 - Target: **Type 2 Diabetes Honor Roll Award**
- The American Heart Association is recognizing Providence St. Patrick Hospital nationally for the **2021 Get With The Guidelines® Mission: Lifeline—NSTEMI Gold Quality Achievement Award.**

PROVIDENCE ST. JOSEPH MEDICAL CENTER

SEPTEMBER 2021

- Montana Hospital Association recognizes PSJMC assisted living manager **Marion Cooper** with the **Caregiver of the Year Award.**
- Providence St. Joseph Medical Center receives the **Leadership in Quality and Patient Safety Award** from the **Montana Hospital Association.**

OCTOBER 2021

Providence St. Patrick Hospital is recognized by the American Heart Association

- **Five-Star Recipient for Total Hip Replacement for 13 years in a row (2010-2022)**
- **Five-Star Recipient for Spinal Fusion Surgery for 4 years in a row (2019-2022)**
- **Five Star Recipient for treatment of Chronic Obstructive Pulmonary Disease for 2 years in a row (2021-2022)**
- **Five-Star Recipient for treatment of Pneumonia in 2022 (New)**
- **Five-Star Recipient of Sepsis for 9 years in a row (2014-2022)**
- Recipient of the **Healthgrades Outstanding Patient Experience Award for 8 years in a row (2014-2021)**
- Named **among the top 5% in the nation for outstanding patient experience for 4 years in a row (2018-2021)**
- Named **among the top 10% in the nation for outstanding patient experience for 6 years in a row (2016-2021)**
- Named **among the top 15% in the nation for outstanding patient experience for 8 years in a row (2014-2021)**

NOVEMBER 2021

- Providence St. Patrick Hospital achieved **“Straight A” recognition** in fall 2021 from **Leapfrog Hospital Safety Grade.** This grade demonstrates the continued commitment to provide the safest care to patients.




ICU Beacon Award



ICU caregivers at Providence St. Patrick Hospital receive Beacon Award for Excellence

The Beacon award recognizes caregivers who improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards.

 InOurCircle
Wednesday, January 5, 2022

ICU was awarded a three-year **Silver-Level Beacon Award** for Excellence by AACN.

The Beacon Award recognizes units that successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards (true collaboration, appropriate staffing, meaningful recognition, authentic leadership, skilled communication, effective decision-making). Units that achieve the designation meet national criteria consistent with the ANCC Magnet Recognition Program®, the Malcolm Baldrige National Quality Award and the National Quality Healthcare Award.

These nurses gathered the information that laid the groundwork for the writing needed for submission.

- **Angela Hinman**, MSN, RN, CCRN
- **Sara Blackwell**, BSN, RN, CCRN
- **Larry Goral**, BSN, RN, CCRN
- **Elli Godecke**, BSN, RN, CCRN
- **Kim Kancir**, BSN, RN
- **Nicole Marks**, MSN, RN, CCRN
- **Susan Wallingford**, BSN, RN
- **Danell Stengem**, MSN, RN-BC, CNL
- **Dawn Rohrbach**, BSN, RN, CCRN

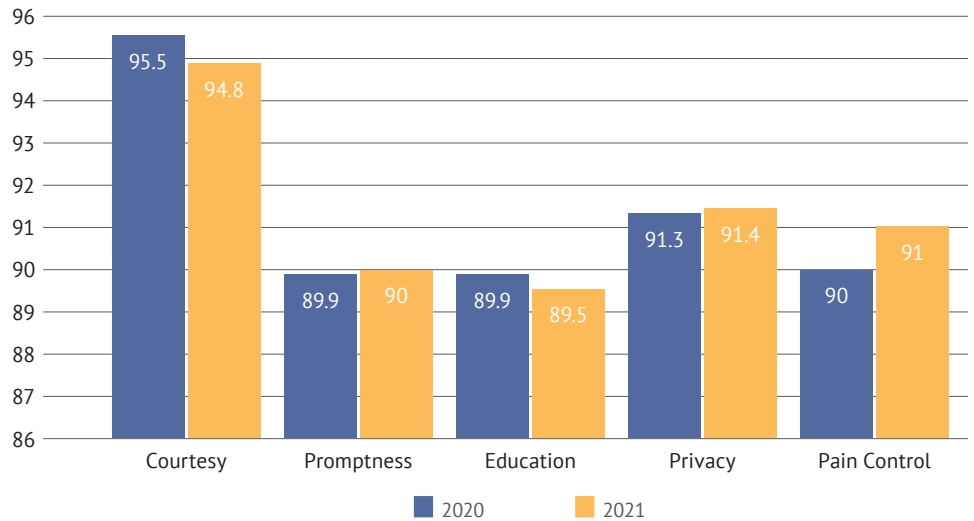


Great job, Everyone!

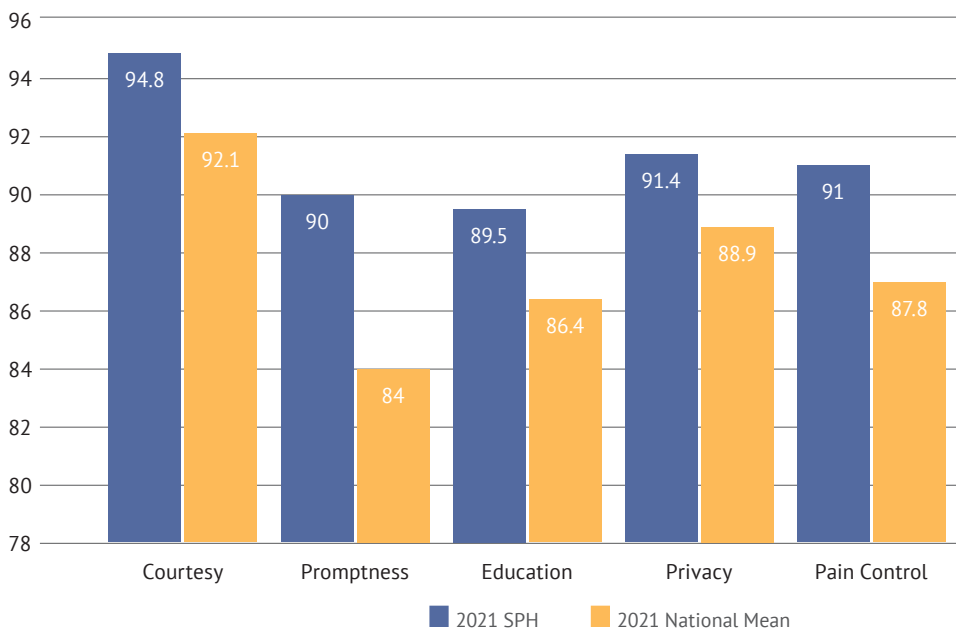
Nurse Sensitive Quality Indicators

In 2021, our patient satisfaction scores improved across 3 of 5 nurse sensitive domains when compared to our 2020 results. We continued to encounter barriers related to the COVID pandemic that may have affected our patient satisfaction scores such as visitor restrictions, PPE requirements, COVID quarantines and a multitude of other pandemic related stressors experienced by our patients, families, and our caregivers.

2021 Patient Satisfaction



2021 Patient Satisfaction with Nursing Care



St. Patrick Hospital outperformed the national mean in questions surrounding courtesy, promptness, education, privacy and pain control.



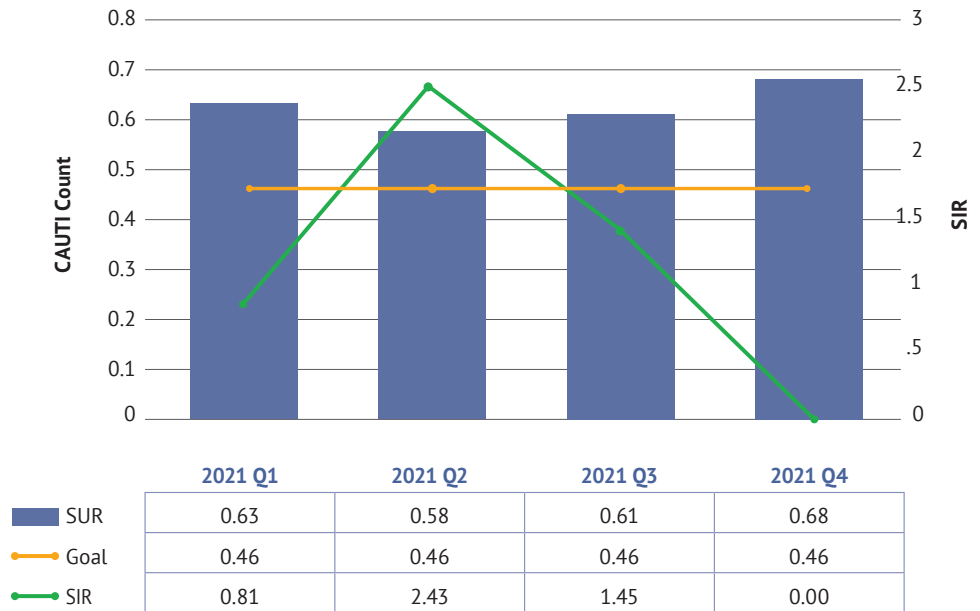
INFECTION PREVENTION

In 2021, SPH continued to work to meet the added demands of the COVID pandemic while simultaneously maintaining our clinical outcomes through our nurse-sensitive indicators. We continue to work on action plans to improve these measures.

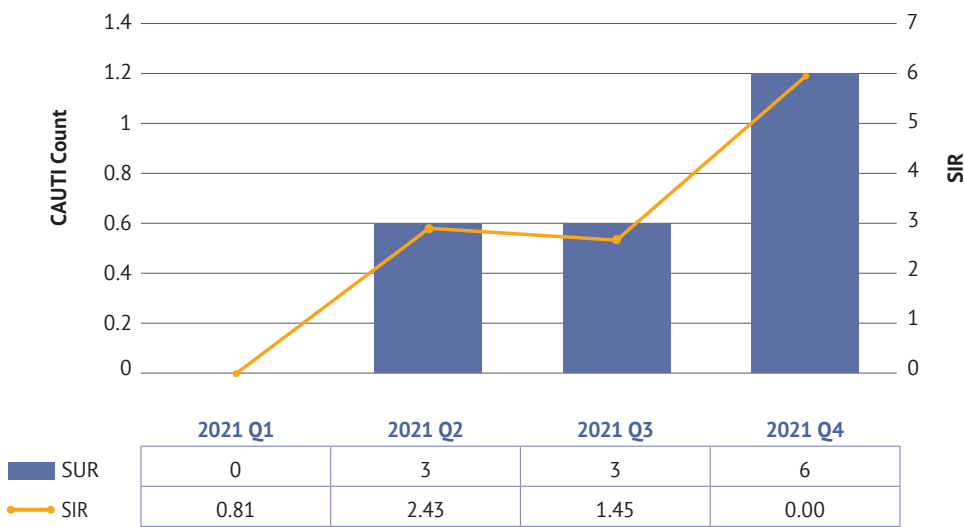
Catheter-Associated Urinary Tract Infections

SPH continued to focus upon the appropriate clinical use of indwelling urinary catheters and prompt removal when a patient's clinical status changes, and the catheter was no longer indicated. In Quarter 1, we had 1 CA-UTI. In Quarter 2, we had 2 CA-UTIs. In Quarter 3, we had 2 CA-UTIs. In Quarter 4, we had ZERO CA-UTIs. Action plans to improve our CA-UTI rate includes a continued iSurvey process rounding meeting, reducing catheter duration in order to meet the system SIR target.

SPH Inpatient Units CA-UTI Trends & SUR



SPH Hospital Onset CDI SIR



Clostridium Difficile Infection

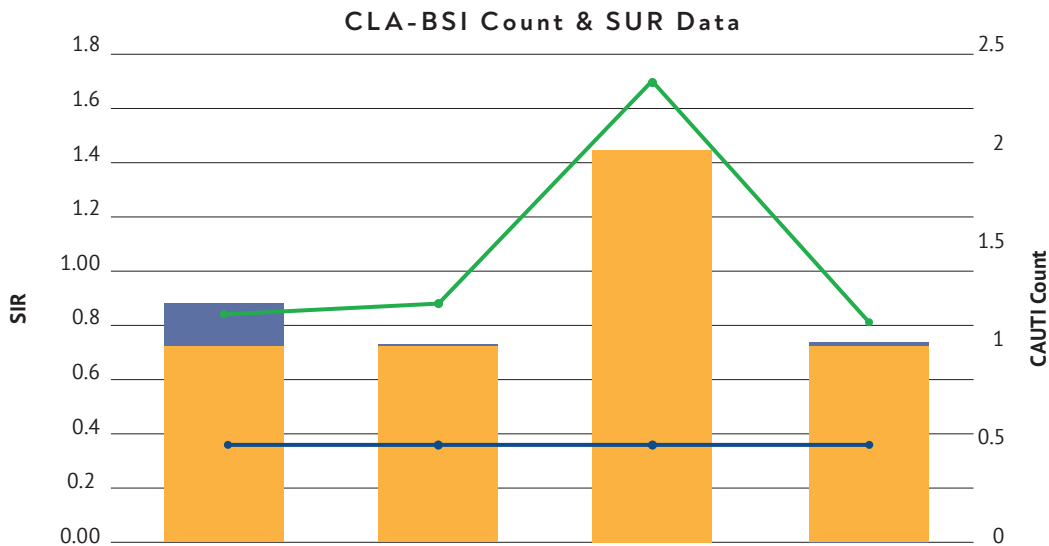
We continue to utilize a two-step methodology for CDI testing that identifies CDI infection vs colonization. In addition, we continue to maintain appropriate use of hand hygiene, transmission-based precautions, and antimicrobial stewardship. In addition to an intense focus on proper use of appropriate 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 for CDIs was a SIR of <0.624. SPH CDI SIR achieved was 0.59 for 2021. This represents 12 patients with hospital onset CDI during 2021.



Central Line-Associated Blood Stream Infection

SHP did not meet the system target for CLABSI (Outstanding – 0.37, Threshold – 1.46). We experienced 5 CLABSIs in 2021 for a SIR of 1.11. Action planning included a completion of the BD vascular access assessment in Feb. 2021 where recommendations and learnings were shared with nursing through HealthStream education. A system CLA-BSI CLICC to restart post COVID with site assessment and tailored EBP recommendations. A System CLABSI Common Cause Analysis case review tool began Opportunities for improvement were identified reviewed at unit meetings and UBCs. Routine CHG bathing compliance reports were sent to Inpatient Value Stream meetings to develop plans to improve.



	2021 Q1	2021 Q2	2021 Q3	2021 Q4
SUR	0.88	0.73	0.7	0.74
infCount	1	1	2	1
Goal	0.36	0.36	0.36	0.36
SIR	0.84	0.88	1.7	0.81



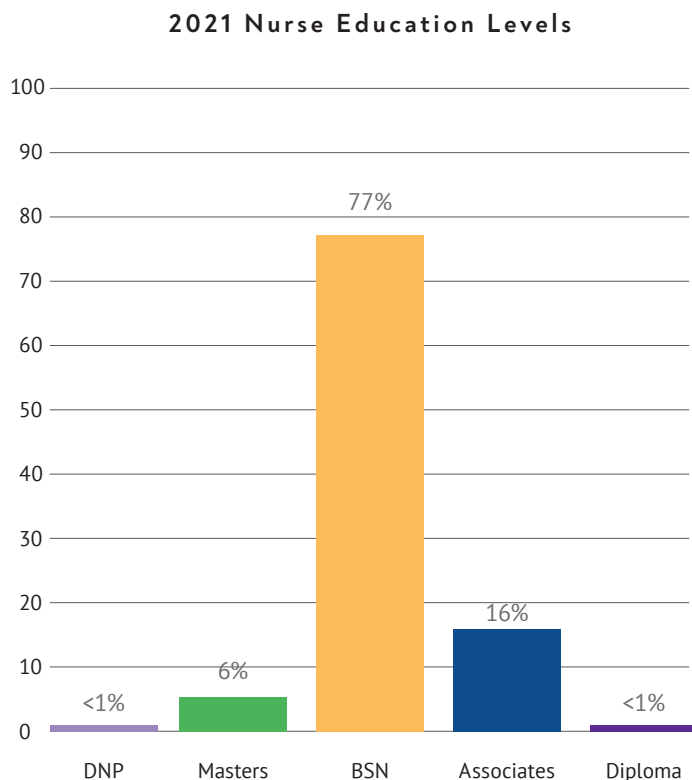
EDUCATION & CERTIFICATIONS

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 realized in 2020 and sustained in 2021 in that 83% of St. Patrick Hospital nurses have a baccalaureate degree or higher in nursing.

A breakdown of nursing degrees is below.



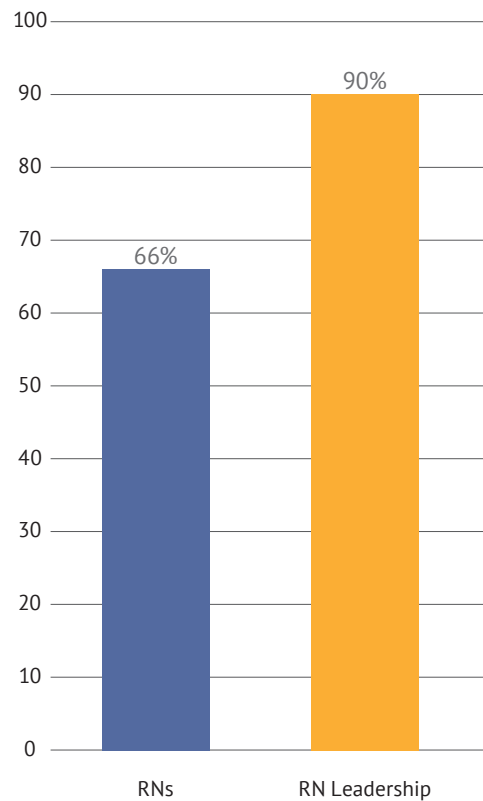
St Patrick Hospital rewards and recognizes nurses who meet the strong professional development requirements required to obtain and maintain nationally recognized nursing certifications that have been approved by the ANCC Magnet Recognition Program®. A large body of research suggests that nurses who are certified in a specialty area enhance their professional credibility, validate their competence and strengthen specialized knowledge in their clinical area of nursing practice. 90% of our nurse leadership team are certified and 66% of the nurses on our units or care areas are certified in their nursing specialty. Organization-wide, 67% of St. Patrick Hospital nurses 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 and 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

2021 Percentage of RNs with National Certification

**Percentage based upon RNs eligible to certify*



CLINICAL ACADEMY

PRECEPTOR

- 47 nurses attended class in 2021
- 12 nurses attended class in Feb 2022; more classes scheduled in July and November 2022
- Curriculum is based on Married State Preceptor Model
- Pre-learning (via HealthStream) prepare learners for the activity-based, in-class content

CORE FUNDAMENTALS

- 36 nurse residents graduated from Core Fundamentals in 2021
- EBP activity is completed during the program and presented at final, graduation class; residents have a choice of 4 EBP activity options (Evidence on the Fly, PICOT Question and Literature Review, Dissemination of Evidence, and Evidence in Policies)
- Based on QSEN competencies (Patient-Centered Care, Teamwork and Collaboration, EBP, Quality, Safety, and Informatics)

MED/SURG TRANSITION IN PRACTICE (TIP)

(for all Med/Surg nurse residents/fellows)

- 39 nurse residents/fellows completed Med/Surg TIP in 2021
- Curriculum is a hybrid of online learning and in-person classes; Mosby's Med/Surg Nursing Orientation curriculum is administered through HealthStream
- Class time is a combination of group activities, skills labs, simulations, class discussion, and lecture

ORTHO/NEURO TRANSITION IN PRACTICE (TIP)

(for 4S nurse residents/fellows)

- 7 nurse residents/fellows completed Ortho/Neuro TIP in 2021
- Includes lecture, activities, and simulation

ONCOLOGY CLASS

(for 5N nurse residents/fellows)

- 10 nurses participated in 2021
- Uses portions of the Clinical Academy curriculum to create our own 5N Oncology Class
- Includes an online portion, lecture, activities, and simulation



Clinical Education 2021

47 ED RN staff attended department-specific skills fair



47 nurses attended Preceptor Classes

26 nurses completed the Charge Nurse Workshop

All periop caregivers trained on post-op care of the vascular patient

63 CNAs completed CNA Orientation

308.45 CNE offered

(237% more than in 2020 and more than any other Providence ministry)

Assessed competency in restraint application in inpatient and procedural nurses throughout the hospital, where applicable.

42 caregivers attended cardiovascular intra-op procedural overview classes with Dr Rohrer

107 HealthStream courses were reviewed/updated by SPH Clinical Educators

Orientations

108 nurses completed Nursing Orientation (20% increase since 2020, 80% increase since 2019)

37 Travel nurses oriented in 2021

14 Department of Defense nurses oriented to assist during critical staffing shortage

27 nurses cross-trained to help with Team Nursing; hosted a class for 13 additional NBM/AIU nurses on caring for med/surg patients

35+ nurses completed the hemodynamics class

Assessed learning needs of all SPH nurses and nurse leaders and implemented action plans for all areas

Classes offered
 3 ACLS Provider
 2 PALS 2-Day Provider
 22 Safety and Security
 2 TNCC courses
 1 ENPC course

Residents & Fellows

36 Nurse Residency Program graduates (72% increase from 2020)

39 Med/Surg TIP completions (70% increase from 2020)

16 Tele TIP completions

10 5N Oncology Class completions

7 Ortho/Neuro TIP completions

2 ICU TIP completions

1 ED TIP completion

27 nurses attended pediatric anesthesia series

Received PTAP accreditation with distinction through ANCC for residency program (system level)

TELE TIP

(for 4N nurse residents/fellows)

- 16 nurses participated in 2021, including 4N and CDU nurses
- Online modules serve as pre-learning; classes are activity-based with focus on rhythm interpretation, patient assessment, and care management

CHARGE NURSE WORKSHOP

- 26 nurses participated in 2021
- 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

CAREGIVERS ASCEND HIGHER

We applaud the caregivers that elevated their practice by pursuing the next level of education.

St. Patrick Hospital supports higher education by offering tuition assistance and reduced tuition at the University of Providence in Great Falls.

Sarah Turner
 Penny Bucher
 Alice Howard
 Rachel Rowan

Kelly Hiday
 Haley Hoepfner
 Erin Henderson
 Hannah Williamson

Allana Morrison
 Adam Resseque
 Jared Bartlett
 Carolyn Esteves

Ryan Butler
 Emily Bowman-Brown
 Ashley Williams
 Hannah McNamara



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.

FEB ST. JOSEPH MEDICAL CENTER
St. Joe's for 5 years C.diff-free

MAR 4SOUTH
Neuro Ortho for Press Ganey Friendliness/courtesy of nurses (23 consecutive months above national benchmark) and Promptness in responding to the call button scores (24 consecutive months above national benchmark).

JUN ICU
IC C.diff free since March 20218

SEPT 4NORTH
Cardiology Respiratory for Press Ganey pain control above benchmark since 2019

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.

Q1 G4G SHARED GOVERNANCE COUNCIL

This council has focused on reducing the amount of waste going to landfill by donating excess supplies. For many years our hospital donated expired supplies to our medical supply recovery organization from supply chain. However, it was noted that unused supplies were being thrown away on our inpatient units.

Over the last four years G4G has worked to set-up and streamline collection of these unused supplies, diverting them away from landfill and into the hands of people and organizations that could use them. Providence collects unopened supplies and donates over 20 tons annually to both local and global partners. We worked to set up additional partnerships with Missoula Animal Control and donations to the Poverello center.

Since 2018 our inpatient collections of items has kept 3552lbs of supplies out of landfill! Since 2019 our Animal Control Donations have kept 1,788lbs of supplies out of landfill! Last but certainly not least since late 2019 we've donated 124lbs of personal care supplies to the Poverello center!

Q2

ILDI WHITE, RN, AND SARAH JOHNSON, RN

These nurses, in an effort to cut down on plastic waste Ildi White, RN and Sarah Johnson, RN pushed and worked to have metal spoons stocked in Med Surg units. Finally in early 2021, nearly five years after the initial request to stock metal spoons on inpatient nursing units, the project was implemented!!!! Metal spoons were stocked in the CDU, ICU, 4N, 4S, 5N, and 5S. This change will save up to 70,000 plastic spoons from going to landfill which is up to 7000 pounds of waste!



Q3

PHARMACY FOR THIAMINE WORKFLOW INITIATIVE

Providence St. Patrick has an aggressive thiamine protocol to treat or prevent Wernicke’s Encephalopathy in a certain population of our patients. Patients receive doses of thiamine ranging from 100mg to 500mg up to three times daily which is commonly given intravenously.

The IV room technicians noticed that while making these medications, many of the preparations were being wasted due to the medication not transferring with the patient, the medication being discontinued or due to the patient being discharged.

Considering the volume of patients on IV thiamine, the preparations take a significant amount of time to prepare for each technician. After observing the waste and unnecessary preparation time – the technicians asked if there was a better way to distribute this medication.

Medication Safety and clinicians investigated other methods of thiamine administration that may be more efficient. It was determined thiamine doses of 200mg and under could be safely given IV push over one minute. Pharmacy determined they could stock the Pyxis stations with our thiamine 200mg/2ml vials which would not require any preparation for lower doses. For thiamine 200mg and less, they would now be accessible out of the Pyxis and did not require IVPB preparation in our IV room. Doses larger than 200mg are still made in the IV room for patient safety.

This initiative was brought forward to Inpatient Value Steams for approval and has resulted in an estimated cost savings of ~ \$10,000 annually by preventing wasted supplies and medication. This effort has also significantly reduced IV room technician workload so that they can focus on higher acuity medications for our patients.

Q4

5SOUTH

During the pandemic our Surgical Pediatric unit was largely converted to the Med Surg COVID unit. Here is one innovation they implemented to ease each other’s way:

Created communication signs that were outside the doors of all the COVID rooms. They tell who the assigned nurse is, how the patient moves, any adaptive or lift equipment used, if meals had been ordered, and if the patient needed blood sugar checks. This was to help promote teamwork by nurses and CNA’s being able to easily help each other’s patients without having to constantly call the primary nurse when they were busy. The Cardiology Respiratory nurses that floated to COVID liked these so much, we are trialing them on to see if these help promote teamwork in a non-COVID environment!



DAISY FOUNDATION NURSE AWARDS

A quarterly recognition of a skillful & compassionate nurse who is honored based on nominations from patients and families.

Q1



Teri Zaharko, LPN
Neurobehavioral Medicine

When I was first admitted into the hospital this time, Teri recognized me right away. At first it made me feel strange. Then she smiled and said "I'm so glad you are here."

For the next several days she was my nurse, watching over me, caring for me, making me laugh, making me feel safe and wanted. She was open to hearing about absolutely anything including a letter that I wrote to my brother who had passed. I had never done something like that before so she could tell it was emotional and scary. Instead of simply listening, which would have been enough for me, she shared, cried and sat with me until she was sure I could carry on with writing.

The time she took to be personal and emotional with me (while also remaining completely professional) meant absolutely everything to me. When I left the hospital the first time, she said "come back if you ever need a tune up!". It was the most normalizing and kind thing to say to someone about to embark on their first mental health journey.

Of course I ended back up here again and my again some day! But it no longer discourages me, makes me feel weak or like I can't handle real life. Because of nurses like Teri I feel as if my journey is more validated and less scary than I thought it was. I will never be able to express the gratitude of that. So I will just send this letter in the hope that it expresses even a fraction for Teri.

Q2



Leah Leitch, BSN, RN
Family Maternity Center

We wanted to thank Leah and nominate her for this because she went above and beyond for us. Every nurse here has been great with both of our pregnancies, but Leah really saved the day yesterday.

Our little man stated light therapy and because he couldn't be swaddled, he cried the whole night and wasn't able to get any rest. After a long night of hearing our little man in discomfort we expressed our concerns to Leah the next morning when she started her shift. She heard and understood our concerns and improvised a way for us to semi-swaddle our boy in the material which can be penetrated by the light therapy. This worked like a charm and our little man was finally able to get some much-needed rest and comfort.

Because of this we were also able to catch up on some rest. Instantly, a million pounds was lifted from our shoulders, and we felt like he was in good care. His bilirubin levels are still going down and he is eating and sleeping very well now. We can't express enough how much relief this gave us knowing he could still get his treatment without having to suffer and how grateful we are for Leah and the compassion she showed us to improvise a solution and help our little man to feel comfort and more secure.

She also went above and beyond for my wife and her needs which made a world of difference for her and her well-being. We just can't thank you enough.

Q3



Austin Walter, BSN, RN
Cardiology/Respiratory

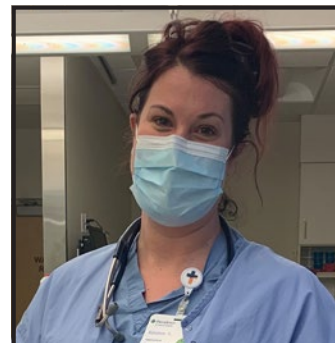
The decision to place our mother on comfort care was heart-wrenching, yet we knew it was both what she wanted and needed. While all of the nurses and CNAs were exceptional, Austin provided a level of care that was so beyond our expectations that we needed to nominate him for the Daisy award.

God definitely sent Austin to us as we navigated through this difficult time. Austin's every move throughout her stay radiated love and compassion, as well as the professionalism of a seasoned nurse. We were surprised to hear that he has been an RN for less than a year. Austin took the time to explain what was happening with our mom medically as she was passing. This brought so much comfort to us and helped us process her last days with us.

We watched Austin treat our mom with such gentleness and kindness. From his gentle touch to his words of encouragement, as well as his skilled nursing, we felt fortunate to be in his presence.

In our mom's final moments, he took such time and care to make sure that our dad was ok. He spent time to nurse all of us, not just our mom, when we also desperately needed care. Austin will always be our family's angel. He is incredibly deserving of this award for extraordinary nurses. He is a gem.

Q4



Kirsten Landry, BSN, RN
Day Surgery

I had a parathyroidectomy on October 19th, 2021 at St. Pats Hospital. I was quite nervous going into it, and to add to the distress, Kirsten informed me, as my pre-op nurse, that my surgery would be delayed by a couple of hours. I was initially stressed about this, but over the next couple of hours, I felt so comfortable with Kirsten that I actually enjoyed the opportunity to visit with her.

Kirsten exemplified what a caring nurse can be. She listened, showed compassion, shared when appropriate, and most of all took time to address my concerns and care for me. In this hurry-up world where money is the bottom line and time is money, Kirsten's dedication and compassion shone through as an antidote to these practices.

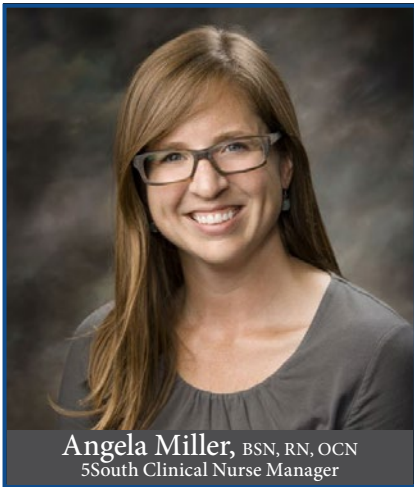
My faith in humanity was restored during my pre-op time with Kirsten, as was my faith in St. Pats. I've had some experiences with St. Pats in the past that I wouldn't consider stellar, but if Kirsten is typical of the staff I can find at St. Pats, I'll be delighted to have them involved for any of my future healthcare needs.

Thank you so much, Kirsten, for your dedication and compassion to my care.

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

JUNE



Angela Miller, BSN, RN, OCN
5South Clinical Nurse Manager

“WHEN COVID EVENTUALLY SETTLED ONTO 5 South, Angela readily admitted that we were up for a challenge. By being open and honest with the team, she created a culture of mutual respect.

Even though 5 South was headed into a challenging year, Angela lifted the team up and empowered us to face the year with perseverance. And persevere we did. We laughed, we cried, we got angry, but most importantly, we felt heard and supported by Angela.

As information and protocols rapidly changed, she kept the team informed and up to date. We knew she had our safety and best interest at heart. As 5 South caregivers began to get sick with Covid, Angela reached out to every single one of them. She offered to run errands for them, get groceries, or bring them anything they might need while in quarantine. Angela takes care of her caregivers with as much empathy and compassion as one would a loved one.”



OCTOBER



Polly Troutman, MSN, RN
Neuroscience & Palliative Care Manager

“PLEASE ALLOW THIS EMAIL TO serve as my expression of support for our fantastic Practice Manager, Polly Troutman, RN, for the DAISY Nurse leader award.

In reading the qualities of a Nurse leader, it's obvious that Polly demonstrates all of these and more: She nurtures a beautiful and supportive atmosphere for us to do our work in. She constantly asks what she can do to help us do our job better. She shows tremendous respect for each of us as individuals, personally, emotionally, professionally. She creates a collective space of healing and love within our department in all of our interactions. Her loving, curious and supportive tone and manner are constant: Never (seriously, never!!) have we heard an ill word or snarky comment from Polly. She handles stress not with cynicism or sarcasm but with warmth and engagement, leaning into challenges and complicated situations with an unmatched capacity for thinking flexibly while maintaining a positive outlook and promoting cohesion.

These attributes quietly motivate all of us to be better versions of ourselves, better providers, better members of the community at large. I can quite honestly say that I've never had a manager who I valued so deeply, even though she's only been with us for a short time. Polly is without question deserving of this recognition.”



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.



HOLLY LITTLE, BSN, RN, CMSRN, SURGICAL PEDIATRICS

HOLLY REPRESENTS ALL THE CORE values, not only at work, but in her personal life as well. When you think of Holly, she represents all the core values and what you want the nurses and patients at St. Patricks Hospital to remember when they look back at their time here.

Compassion- Holly strives to ease the way for anyone that enters the doors of our facility. No matter how busy or how stressful the situation, she remains positive, calm and treats others in the way that she would want her family treated. When Holly is on shift she commits 110% of herself to our Mission.

Excellence- Holly is an outstanding role model, mentor and “cheerleader” for all things nursing. She takes great pride in developing members of her team and supporting inpatient nursing and the timely flow of patients in general. Holly is known for offering to assist other units with patient placement or with unfamiliar wound care or surgical tasks on other units. She goes above and beyond on a daily basis to improve or maintain excellence in nursing care and patient satisfaction.

Through this past year, 5 south had taken on the task of transforming 5 south into the Covid Unit. This was a huge task and needed all of 5 south to be apart of this journey. Holly was the leader of the pack. She was always encouranging to not only the patients on 5 south and COVID, but she was the leader of 5 south. Picking up her coworkers when they felt low or overwhelmed and encouraging them that we can do this. We can be the COVID unit and we can be good at it!!

Embracing new Knowledge - With the onset of COVID and 5S becoming the designated COVID unit, knowledge and recommendations were changing daily and sometimes hourly for a time. Holly was on

top of all the correct information. She not only served as a resource for her team, but for med surg as a whole. She excels at teaching others and guiding them in a welcoming and non-threatening manner.

Care to self is the other aspect that Holly is always encouraging among the members of 5 south. This year has been hard and stressful. Holly is a beam of sunshine and everyone is always happy to see her face and presence on 5 South. She is there to lend an ear to coworkers or encourage you to sneak off and get a coffee to reset your head. I see her on the floor and know that no matter what is thrown at the hospital today, we can get through this, with this team we can get through anything.

I cannot think of better nurse or staff member that deserves this award. Holly has been a long-standing bedside leader and has successfully built an enduring and resilient culture on 5S that others wish for. This past year has thrown countless challenges and barriers our way. Despite the struggles, Holly still has a smile on her face and still walking around and lifting the spirits of her peers and anyone else she encounters!

Holly is a blessing to our organization!!



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.

CLAIRE KRONENBERGER, CNA, DAY SURGERY

CLAIRE IS BRIGHT AND ENGAGED, and quickly builds solid rapport with patients. She performs her job with confidence and efficiency; she is incredibly hard-working and exhibits impressive skills of time management and prioritization. Claire is kind, compassionate, and professional, and maintains patients’ dignity while providing care. She consistently exhibits a positive attitude, even in stressful situations. She is flexible and accepts challenges with grace and determination. Her smile and laugh are contagious and do much to bolster

Claire possesses the combination of knowledge, skill, compassion, and authenticity that make for a stellar clinical caregiver – exactly the person who anyone would want to care for their most beloved. I am honored to work with Claire, and St. Patrick Hospital is incredibly lucky to have her.



High Points of 2021

ANNIVERSARY MILESTONES

45 YEARS
Deborah Chapman

40 YEARS
Julie Baerlocher

35 YEARS
Judy Ford
Marge Gingras
Kathleen Inman Miller
Sara Lahey
Patricia Nolan

30 YEARS
Stacy Buckingham
Lori Erb

25 YEARS
James Banister
Lisa Bertoglio
Beverly Crowe
Bonni Ehrenberg
Pam Estill

Elizabeth Gorseth
John Hansen
Jani Huston
Darcy McNelis
Carol Murphy

Teresa Roberts
Kathy Russo
Robyn Samek
Ivenette Street-Neumayer
Connie Whalen

20 YEARS
Christine Cole
Lori Cornish

Leah Cristaldi
Angela Hinman

Rochelle Schmauch
Eric Smithers
Cathy Wagoner

15 YEARS
Seth Barnes
Alta Channel
Jennifer Edmonds
Sara Engberg
Michelle Frandsen

Jessica Freemole
Sarah Furtney-Cardy
Jenna Hubbard
Erica Ihde
Heidi Lahti

Marigen Lind
Ashley Martinez
Allison Onstad
Nicole Pfeifer
James Polakow

Michelle Shaughnessey
Lacey Shaylor
Amanda Stubb

10 YEARS
Bodee Alt
Alison Charman
Ahna Coate
Libby Costello-Gard
Michael Duvall

Shannon Harris
Kelsey Kelly
Darla Kirchmeier
Karen Laing
Justin Lennick

Timothy Mayfield
Mary Jo McBride
Niqole Morris
Christina Noyes
Mary Rose

Kristy Petrino
Katharine Pierce
Amanda Rosenberg
Stacy Schriver
Karin Silverstein

Lance Somerfeld
Margaret Thuerer
Esther Weimer
Natalie Whipple

5 YEARS
Mindy Bierwag
Monica Brooke
Amy Brown
Ryan Butler
Benjamin Caina
Virginia Caina
Tara Cleveland
Amber Colvin
Jenna Courage
Lynnette Cross
Jasmin Desrosier
Danette Devos

Robbin Dutton
Conor Dysinger
Stephanie Gliko
Angela Gottwig
Delani Hanley
Kate Harrison
Kayla Park
Shannon Hurst
Ashley Kamrath
Briana Kamrath
Larissa Karabensh
Sarah Katterhagen

Ashton Keeler
Andrea Kesler
Lindsay Kindel-
man-Lande
Tiffany Klang
Nicquel Klautd
Kirsten Landry
Maria Levchenko
Emily Lorenze
Shella Marie Maghinay
Maria Christy Manion
Kristi McGowan

Britni Miller
Allana Morrison
Kali Nutt
Lana Partain
Hugh Peterson
Carol Reed
Christina Rhea
Kimberly Rose
Sara Saylor
Stacy Schmidt
Dmitria Smith
Leslie Soberanis

Jennifer Stubb
Shelby Svilar
Kathleen Tanner
Brooke Thorson
Amanda Tippet
Aimee Vitateau
Dorothy Williams
Jessica Wolff
Nichole Woods



Our **Professional Practice Model**

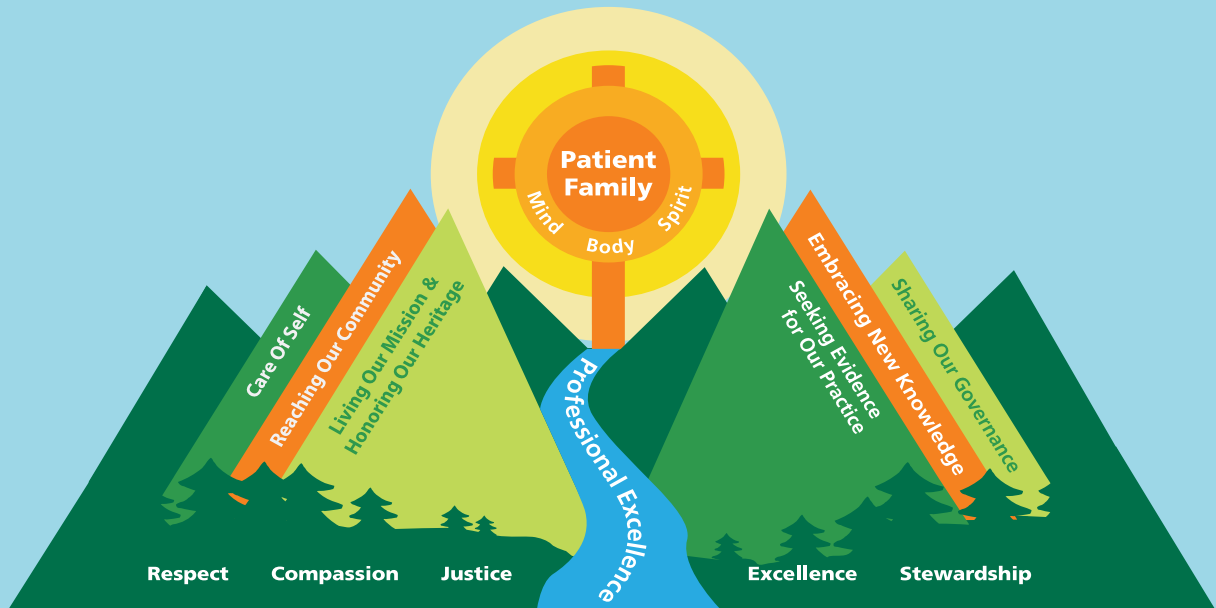
The St. Patrick Hospital Professional Practice Model (PPM) was designed to serve as a schematic depiction of how SPH nurses practice both the art and science of nursing. Our PPM incorporates several aspects of nursing practice, including patient care, communication, collaboration, professional development 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.
- We commit to acting as environmental stewards in our nursing practice to care for our common home to promote its optimal health and working to reduce healthcare's impact on the environment and climate change.

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 through nursing professional development 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, we encourage and support nurses seeking additional expertise, advancing degrees, and specialty certification.
- 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 2022 will be about finding ways to catch our breath and recognize the great contributions that the profession of nursing has provided to their communities and those they serve. Our focus will be about “grounding in the fundamentals of patient care.” In 2022, we need to find our balance again. We need to pace ourselves and give ourselves grace.

Three fundamental focuses:

1. Self-Care
2. Workflow efficiencies
3. Interdisciplinary teamwork

The care that nurses at Providence St. Patrick Hospital provides with their interdisciplinary team colleagues has been phenomenal. Patient care outcome along with patient experience scores have always been top notch. Thus 2022 is a year to catch our breath and focus on self and working efficiently with our team.



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!



www.providence.org/locations/mt/st-patrick-hospital