The strength it takes

Nursing Annual Report 2010

Indiana University Health
Indiana University Health (formerly Clarian Health Partners) is Indiana’s most comprehensive healthcare system. A unique partnership with the Indiana University School of Medicine gives patients access to innovative treatments and therapies. IU Health is comprised of hospitals, physicians and allied services dedicated to providing preeminent care throughout Indiana and beyond.

**Mission, vision and values**

The Indiana University Health mission is to improve the health of our patients and community through innovation and excellence in care, education, research and service. We value:

- Total patient care, including mind, body and spirit
- Excellence in education for healthcare providers
- Quality of care and respect for life
- Charity, equality and justice in healthcare
- Leadership in health promotion and wellness
- Excellence in research
- An internal community of mutual trust and respect

We strive to be a preeminent leader in clinical care, education, research and service. Our excellence is measured by objective evidence and established best practices. Exemplary levels of respect and dignity are given to patients and their families, while professionalism and collegiality mark relationships between employees and physicians. IU Health continues to focus on innovation and excellence through collaboration among its partner hospitals and its affiliation with Indiana University School of Medicine.

**2010 vital statistics**

- Total admissions: 135,701
- Total outpatient visits: 2,094,533
- Total physicians: 3,707
- Total full-time employees: 22,992
- Total nurses employed: 9,000
Nurses have emerged as leaders and a powerful driving force in the quest for community access to medical care. In that vein, our nursing service is not restricted solely to what happens inside our hospital walls. Each year, IU Health support extends to the greater Indiana community as well:

- Reaching more than 500,000 people with more than 100 health education, wellness and service programs.
- Providing more than $96,004,638 in charity care to children and families statewide.
- Partnering and sponsorships with public agencies and private sector organizations to improve the health of the community.

**Leading to Preeminence**

Our nurses possess the inner fortitude, strength of character, and tenacity in doing their job well to partner with IU Health in its campaign towards preeminence. Leading to Preeminence refers to the IU Health journey of discovery and change to achieve preeminence and to be a recognized leader in clinical care, education, innovative research and service. We strive to be the best in our industry by improving the health of our patients and community. We pay attention to and take seriously every aspect of the care provided to our patients and the environment in which it is delivered. Our vision for preeminence focuses on five pillars: Quality & Safety, Service, People, Education & Research and Finance & Growth.

**Nursing Philosophy**

Nurses function as the backbone in the pursuit of making a positive difference in the lives of patients. In alignment with the IU Health mission, vision and values, our nurses stand united behind a common set of goals and an understanding of the nursing profession. At IU Health, nursing blends art and science together. Our nurses dedicate themselves to the improvement of the physical and psychological well-being of patients. IU Health nurses exemplify the investigational mind. They demonstrate excellence at every level as energized and confident decision-makers. IU Health nurses continually strive to make each day better for patients, team members and themselves.

**A Model for Nursing Excellence**

The American Nurses Credentialing Center model for nursing excellence is the framework for professional nursing practice at IU Health. The model guides nurses in their daily work with a focus on evaluating the differences made for patients, staff, the organization, and the community at large. The five components to the Magnet model include: Transformational Leadership, Structural Empowerment, Exemplary Practice, New Knowledge and Empirical Outcomes.
Dear Readers,

Indiana University Health is an environment where the best nurses thrive.

Every day, our 9,000 nurses statewide utilize their skills to treat patients who truly depend upon their help. Working alongside the best physicians and healthcare team members in the business, our nurses provide cutting-edge treatment and preeminent care.

Since 2007, it has been my distinct honor to lead IU Health nurses through times of triumph as well as times of adversity. As our hospital system has grown and expanded statewide, even as our system prepared for an overarching name change, I have witnessed extraordinary levels of teamwork and collaboration. This speaks volumes to the caliber and quality of all of our nurses.

Regardless of location, IU Health nurses commit to the delivery of the safest and highest quality of care to our patients. It is that commitment, backed by evidence-based practice, that guides us as we continually adapt to the ever-changing and increasingly complex healthcare landscape.

Together, we endeavor to enhance our professional practice and transform healthcare for the future.

Sincerely,

Linda Q. Everett, PhD, RN, NEA-BC, FAAN
Executive Vice President & Chief Nurse Executive
Indiana University Health
Our nurses build careers for a lifetime.

Whether providing care in the fast-paced and challenging environment of an academic health center, or delivering expert care in a community based hospital, IU Health nurses thrive in an atmosphere of mutual respect. In addition, our nurses manifest the training as well as the courage, strength, and might necessary for a lifelong, satisfying, and rewarding career in nursing.

With the framework of nursing excellence as a backdrop, IU Health nurses actively participate in a shared leadership structure that fosters collaboration, cooperation and empowerment. The entire nursing team provides invaluable contributions to quality outcomes and patient safety that ensures the healthcare in all our hospitals is the best it can be.

Lifelong learning is part of the IU Health culture, where nurses have access to unprecedented educational opportunities, including:

- Onsite BSN-to-MSN programming
- Year-round certification prep courses and testing
- Patient care internships for nursing students
- Specialty internships in a variety of care settings
- Leadership development classes

We’re always looking for the best and brightest to join the team of talented nurses at our Indiana hospitals. Explore career opportunities at [iuhealth.org/nursing](http://iuhealth.org/nursing).

2010 IU Health RN Vacancy and Turnover Percentages
(Academic Health Center – Downtown Indianapolis Hospitals)
A “patient satisfaction machine.”

**IU Health University Hospital: 400 beds, 1,200 RNs**

Growth and development at this teaching hospital in 2010 afforded nurses on two separate units the chance at collaboration and cooperation. They created a shared culture of trust and respect when the two units became one, dedicated to surgical patients.

Staff feedback, engagement and commitment to patient-centered care allowed the units to successfully transform themselves into a “patient satisfaction machine,” where the voice of the nurse is apparent from the time patients and families step onto the floor.

“We raised the bar for excellence,” says Clinical Manager Kapri Ames-Barker, MSN, RN, BC, “and demonstrate each day our commitment to doing better and being better, striving for an ‘always’ culture that achieves high-level patient satisfaction.”

The results include:
- Higher patient satisfaction scores
- Improved RN engagement overall
- Enhanced RN-MD collaboration
- A burgeoning culture of evidence-based practice, where patient care innovation and quality is an expectation

“Embracing change is what IU Health nurses are known for,” says Vice President and Chief Nursing Officer Diane Thompson, MS, RN. “Our staff know we listen to them and use their knowledge, expertise and influence to effect the most positive change for our patients and families.”

**Magnet Model:** Transformational Leadership, Structural Empowerment  
**LTP Pillar:** Service, People

Nowhere is nursing excellence more apparent than at our hospitals in the heart of Indiana’s capital city, Indianapolis.
Taking the pressure off kids.

Riley Hospital for Children at IU Health:
266 beds, 1,096 RNs

Nurses who specialize in pediatric patient care take special pride in pressure ulcer prevention techniques. Their actions and accomplishments help to set higher standards for pediatric wound and skin care nationwide.

Pediatric ICU patients, in particular, benefit from concerted nursing efforts to assess pressure ulcer risk and prevent skin breakdown from occurring or worsening while children are hospitalized, often in the most vulnerable of circumstances.

Committees of nurses routinely collaborate with interdisciplinary colleagues at Riley Hospital for Children on rounding, education, surveillance, peer coaching and outcomes measurement to improve patient outcomes. Parents and families also engage in the process.

The result: A hospital-acquired pressure ulcer rate of 0.76 percent in 2010, down from 1.0 percent in 2009. Today’s focus has expanded to include prevention of device-related skin breakdown, again positioning Riley nurses at the forefront of pediatric care.

“Riley nurses are committed to exploring new and better ways to provide patient care,” says Senior Vice President and Chief Nursing Officer Marilyn Cox, MSN, RN, NEA-BC. “Tackling pressure ulcers is just one way we’re improving the quality of care in our hospital, for the benefit of our patients and their families.”

Magnet Model: Empirical Outcomes, Exemplary Practice
LTP Pillar: Quality & Safety, Education & Research

Scan-as-you-go technology.

IU Health Methodist Hospital:
747 beds, 2,150 RNs

The intraoperative MRI scanner in particular allows for important modifications while surgery is underway. The scanner moves back and forth between two integrated operating rooms, which gives surgical teams access to magnetic resonance images and data before, during and after neurosurgical procedures. This ensures more complete tumor removal and decreases the need for repeat operations, all of which enhances patient outcomes.

Today, all of the academic health center’s adult neurosurgeries are performed at IU Health Methodist Hospital. This establishes it as the most technologically-advanced location in the state for neurosurgical nursing practice.

“Methodist nurses have been key players on decision-making teams that guided the growth and development of the neurosurgical service line for IU Health,” says Vice President and Chief Nursing Officer Linda Chase, PhD, RN, NEA-BC. “Their involvement has helped the entire surgical team embrace the latest technology and the doors it opens for better, more advanced services for our patients.”

Magnet Model: New Knowledge, Exemplary Practice
LTP Pillar: Finance & Growth, Quality & Safety
IU Health excellence across the state.

Nurses lead research projects to improve care.

IU Health North Hospital – Carmel, Indiana: 168 beds, 606 RNs
When provided with the opportunity to showcase research projects, performance improvement projects and general enhancements that affect patient care, nurses at IU Health North Hospital stand in the spotlight during annual Quality Week events.

In 2010, oral poster presentations complemented lunch-and-learn sessions for nurses during the internal event. Poster and presentation content was judged by a panel of reviewers looking for ways to demonstrate the hospital’s overall commitment to quality care and patient safety.

Among the most recent presentation highlights were two on death and dying and how the healthcare team can best support patients and families in the journey through grief. Both topics were the subject of national nursing conference poster presentations.

“Nurses who are in touch with their patients and keenly aware of their needs make for some of the best bedside scientists,” says Chief Nursing Officer and Vice President of Patient Care Services Damita Williams, MSN, MA, RN, CPN, NE-BC. “Quality Week gives us a stage to present the behind-the-scenes work that our nurses do to enhance nursing practice and patient care.”

Magnet Model: New Knowledge
LTP Pillar: Education & Research

Managing pain at the bedside.

IU Health West Hospital – Avon, Indiana: 129 beds, 252 RNs
Recognizing that caregivers have the potential to make an extraordinary impact on the way that patient pain is managed in the hospital setting, IU Health West established a Pain Resource Nurse and Colleagues program in 2010. The CNS-led team includes nurses, rehabilitation specialists and pharmacists who collaborate on improving pain management practices and removing barriers to clinical excellence.

Tactics employed through the program ranged from quality improvement projects to educational events, with interdisciplinary support and participation. A continual focus on caregiver knowledge of pain and pain management allowed the hospital to better meet the needs of patients, including those with addiction issues and acute-on-chronic pain difficulties. Caregivers also identified end-of-life pain management as a high-priority area for intervention.

In one short year, the Pain Resource Nurse and Colleagues program has helped IU Health West outcomes in patient satisfaction with pain management. Today, adult inpatients are reporting that West is doing better at addressing pain. Emergency Department surveys also reveal improvements in patient perceptions about pain management.

“We’ve made gains in pain management that we intend to sustain over time,” said Chief Nursing Officer and Vice President of Patient Care Services Mary Myers, MSN, RN. “Our caregivers see that they can make a real difference, and they tell us they’re much more likely to call upon (internal resources) to deal with unrelenting pain issues.”

Magnet Model: Empirical Outcomes, Exemplary Practice
LTP Pillar: Quality & Safety, Service
**RNs drive safety program.**

**IU Health Arnett Hospital – Lafayette, Indiana:**
**152 beds, 533 RNs**
Commitment to community shines through at IU Health Arnett Hospital, where a child safety program makes certain that every family that leaves the hospital with a new baby has the choice to undergo a car seat inspection by a certified child passenger safety technician.

Childbirth Educator Teresa Jones, RN, helped launch the program with grant funding. Today, she and staff from Labor & Delivery, Mother Baby, Security and Translation Services keep the car seat inspections going by securing funds and providing inspections at the hospital.

About 80 percent of families opt for the inspections before they leave the hospital. Members of the community also take advantage of the inspections, since IU Health Arnett is a designated child safety seat fitting station.

“The responsibility for this program doesn’t fall under any one person’s job description, but it is propelled by the desire of numerous staff – nurses and others – to make our community safer and prevent injuries in children,” said Chief Nurse Executive and Vice President of Patient Care Services Linda Decker, BSN, RN, MHA.

**Magnet Model: Structural Empowerment**
**LTP Pillar: Service, Quality & Safety**

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**Family and nurses stand together at bedside.**

**IU Health Ball Memorial Hospital – Muncie, Indiana: 389 beds, 767 RNs**
What started as a discussion among nurses at a journal club led to the development of a task force as well as formal nursing research to expand family presence at the bedside during a patient’s hospitalization at IU Health Ball Memorial Hospital.

Nurses successfully spearheaded multi-disciplinary teams at Ball to establish policies, shift thinking and communicate effectively with staff, physicians, patients and visitors with the message that families are welcome and belong at the bedside. Additionally, their research continues to document a growing list of benefits of the presence of family at patient bedsides.

Family members provide unique information about patients; they interpret information for patients; they offer emotional comfort and coaching through difficult circumstances; and when they actively participate in care, they better understand a patient’s needs at discharge.

Strategies that are working at Ball include:
- Universal rooms that put families close to their loved ones, but not “in the way” of care
- Welcoming environment and messaging from staff to families
- Patient and family communication tools (brochures, signs, scripted messaging)
- Documentation of patient and family needs assessment, with reassessment every 24 hours

“No nurses can negotiate family presence in beneficial ways to minimize disruptions to patient care activities,” says Vice President and Chief Nursing Officer Doreen Johnson, MA, RN, FACHE, NEA-BC. “We’ve learned that with the right thoughts, a written policy, an accurate grasp of the evidence and a commitment to consistency, the quality and safety of patient care can improve when families play an active role at the bedside.”

**Magnet Model: New Knowledge, Exemplary Practice**
**LTP Pillar: Education & Research, Quality & Safety**

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**Serious about heart attacks.**

**IU Health Bloomington, Bedford and Paoli Hospitals – South Central Indiana**

**Bloomington: 293 beds, 874 RNs**
**Bedford: 25 beds, 108 RNs**
**Paoli: 25 beds, 65 RNs**
Three IU Health hospitals in the south central region of the state are undertaking a joint approach to the best practice in heart attack care with the goal of improved clinical outcomes for patients in their communities and the regional population at large.

IU Health Bloomington, Bedford and Paoli hospitals are participating in a Level One Heart Attack Program that pools the resources of cardiovascular, emergency and emergency transport caregivers to streamline the diagnosis, treatment and transport of heart attack patients.

The program rapidly activates a trained team of specialists in heart attack care, which eliminates treatment delays, employs evidence-based therapies and improves patients’ chances of favorable outcomes. Standardized response among the hospitals (and other collaborating regional partners) reduces the time to open a patient’s blocked artery, thus reducing the damage done by a heart attack.
Working together, we have been able to enhance the level of service available to our patients,” says Bloomington Vice President and Chief Nursing Officer Ruth Ann Morris, MSN, MBA, RN, NEA-BC.

Bedford Vice President of Patient Services Brenda Davis, BSN, MS, RN, adds: “In rural settings, the ability to coordinate and fast-track patient care can mean the difference between life and death. We are fortunate to bring these resources to bear for our patients and communities.”

Paoli Vice President and Chief Nursing Officer Candace Isom, BSN, RN, CPHRM, concurs: “Faster care, standardized protocols, regional coordination – it’s what’s best for us all.”

Magnet Model: Empirical Outcomes
LTP Pillar: Quality & Safety

IU Health Goshen Hospital – Goshen, Indiana: 123 beds, 360 RNs
IU Health Goshen Hospital's Intensive Care Unit earned high praise from the American Association of Critical-Care Nurses (AACN) in 2010, garnering a Beacon Award for Critical Care Excellence. Beacon Awards challenge acute and critical care nurses to improve the care provided to acutely and critically ill patients.

The award recognizes Goshen’s commitment to high-quality critical care standards, as well as dedication to the exceptional care of patients and their families. AACN cited Goshen’s ICU as a “shining role model for other units that seek to optimize the expert care nurses provide.” Only 242 units nationwide have received the Beacon Award since the program’s start in 2003.

ICU outcomes that were measured against evidence-based national criteria centered on:
- Recruitment and retention
- Education, training and mentoring
- Research and evidence-based practice
- Patient outcomes
- Leadership and organization ethics
- Healing environment

“Working toward and ultimately earning a Beacon Award sends a clear message that we are committed to quality care and a healthy work environment,” says Vice President of Nursing Pam Karsen, MBA, BSN, RN, NEA-BC. “This award assures patients and families that we are dedicated to, and provide, excellent care.”

Magnet Model: Empirical Outcomes
LTP Pillar: Quality & Safety

IU Health LaPorte Hospital – LaPorte, Indiana: 220 beds, 290 RNs
A nurse residency program at IU Health LaPorte is helping new graduate RNs better prepare for today’s acute care hospital environment as well as make a smooth transition from the classroom to nursing practice.

Through a structured, year-long program, new RNs are guided through learning experiences that include lectures, hands-on practical care, skill labs, group activities and clinical development opportunities. LaPorte also offers group discussions on topics that range from patient advocacy and clinical ethics to risk management. Peer discussions for growth and development as well as one-on-one mentoring with an experienced nurse are also part of the program.

Goals of the residency include helping nurses transition from entry level to advanced-beginner to competent nurse in the acute-care setting so they can:
- Develop effective decision-making skills
- Provide clinical leadership in patient care
- Strengthen their commitment to nursing as professional choice
- Formulate an individual development plan
- Incorporate evidence-based practice into daily work

Since its inception in 2010, the program has enrolled 17 RNs, 16 of whom have been retained in full-time roles after six months on the job which represents a 94 percent success rate.
“The residency is one way we’re taking nursing practice to the next level,” said Vice President of Nursing and Chief Nursing Officer Anita Ivankovig, MSN, RN. “By helping our newest nurses gain a solid footing in the acute care environment, we hope to improve their overall experience on the job and in the profession and get them to build a career at IU Health.”

Magnet Model: Structural Empowerment
LTP Pillar: Education & Research

Building strong nurses.

IU Health Starke Hospital – Knox, Indiana: 53 beds, 48 RNs
By re-establishing relationships with two schools of nursing in northern Indiana – Ancilla College and Purdue University at Westville – IU Health Starke Hospital helps to strengthen the skills that tomorrow’s nurses gain in today’s healthcare environment.

In 2010, Starke employed six nursing school students as healthcare technicians, which allows the students to experience a critical opportunity to learn clinical skills and provides managers a first-hand look at potential high performers for future full-time nursing roles.

The school-hospital relationship has multiple benefits:
- Enhanced recruitment and retention efforts
- Real-work recognition and reward for students who do good work
- Improved employee and patient satisfaction overall

“As being a part of educating tomorrow’s nursing workforce is an important role for IU Health Starke Hospital,” says Chief Nursing Officer Linda Satkoski, MSA, RN.

Magnet Model: New Knowledge, Exemplary Practice
LTP Pillar: Finance & Growth

Leading the way in going digital.

IU Health Blackford Hospital – Hartford City, Indiana: 15 beds, 45 RNs
While many IU Health hospitals throughout the state have moved from paper documentation to an entirely electronic medical record, some are still making the transition. IU Health Blackford Hospital holds the distinction of being the first critical access hospital in the state to make the switch. In 2010, the hospital embraced the opportunity to bring the new technology to their patient care setting.

“Our small but completely dedicated staff not only went live on Cerner, but also implemented computerized physician order entry at the same time,” says Emergency Department Manager Jan Cansler, RN. “In the ED, with just seven full-time nursing staff and four technicians, this was no small feat, but they performed like shining stars during the transition.”

Cansler and her fellow nurse leaders view the transition to Cerner as one more way for Blackford to continue its journey to preeminence and to better meet the needs of its patients and the community.

Magnet Model: New Knowledge, Exemplary Practice
LTP Pillar: Finance & Growth

A new perspective inspires nurses.

IU Health Tipton Hospital – Tipton, Indiana: 25 beds, 101 RNs
When IU Health Tipton Hospital searched for a way to encourage its full-time RNs to pursue advanced educational opportunities, nurse leaders decided to use students already in school as one motivator, and on-site nursing educators as another.

As it turns out, Tipton nurses were self-motivated by a partnership with Indiana University-Kokomo and its RN-to-BSN students, who did clinical rotations at the hospital in 2010. Today, five staff nurses are going back to school, in part because of their experience with IU-K students and hospital-based educators.

“Our nursing educators really turned a partnership into a positive experience, a true collaboration for the students and the nurses,” says Senior Vice President of Patient Care Services Jo Ellen Scott, MS, RN, CCRN. “Not only do the students gain valuable experience in the hospital setting, but our staff see first-hand how rewarding it can be to continue their education.”

The Tipton-IUK partnership continues with classes offered at the hospital and in classrooms for students. Additionally, staff nurses work with hospital educators to mentor and guide students during clinical rotations. Staff nurses report their involvement in the program is beneficial on a personal and professional level, Scott says.

Magnet Model: Structural Empowerment
LTP Pillar: Education & Research