Delivering on the promise of assurance

Nursing Annual Report 2011

Indiana University Health
Indiana University Health is Indiana’s most comprehensive healthcare system. A unique partnership with Indiana University School of Medicine, one of the nation’s leading medical schools, 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.

**2011 vital statistics**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Total staffed beds</td>
<td>3,326</td>
</tr>
<tr>
<td>Total admissions</td>
<td>143,219</td>
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<tr>
<td>Total outpatient visits</td>
<td>2,244,320</td>
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<tr>
<td>Total physicians</td>
<td>3,707</td>
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<tr>
<td>Total nurses</td>
<td>9,000</td>
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<tr>
<td>Total full-time employees</td>
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**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.
Community outreach and impact
Indiana University Health is committed to the well-being of the communities we serve. Reinvesting in the health and development of our communities is central to who we are as the state’s most comprehensive healthcare system.

Our support is not restricted to the care provided within our hospital walls. It extends to community neighborhoods across Indiana, reaching more than 550,000 people each year. Last year, we invested nearly $614 million dollars in IU Health communities across the state.

Leading to preeminence
IU Health nurses are partners on the journey to preeminence – a journey of discovery and change, with the aim of being recognized leaders in clinical care, education, innovative research and service. Our goal is to be the best in the industry by improving the health of patients and the 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 focus on preeminence centers around five themes: Quality & Safety, Service, People, Education & Research and Finance & Growth.

Nursing philosophy
Nurses deliver on the IU Health mission, vision and values by delivering on the organization’s promise of assurance to patients. IU Health nurses align their work with the organization’s priorities and ensure that patients receive the safest and highest quality of care.

2011 priorities
- Patient satisfaction enhancements
- Nursing excellence empirical outcomes improvements
- Medication safety advances
- Interdisciplinary research achievements
- Integrated EBP approaches to patient care
- Academic preparation and lifelong learning for nurses
- RN satisfaction and engagement

Model for nursing excellence
IU Health bases its professional practice model on the American Nurses Credentialing Center model for nursing excellence. This model guides nurses to work with a focus on outcomes for patients and families as well as the community and organization.
A message from Linda Q. Everett

Dear colleagues,

Healthcare today is daunting. But thanks to the team of talented nurses, physicians and staff across our system, we are continually striving to deliver on our promise of assurance to provide patients with the world-class care and service they expect.

It isn’t easy work. And it won’t get any easier in the future, as healthcare reform takes shape and challenges us all to do more with less.

I have been pleased to lead the IU Health nursing team since 2007. We have collectively overcome significant challenges and incredible adversity. Through it all, the nurses on my team have performed admirably and with determination, always with patients as their primary focus.

This will be our continued shared goal in the years ahead, regardless of obstacles: Patients first, patients always. It’s because of them we are here, and it’s because of them we continually strive to achieve better outcomes that are based on research, evidence and best practices.

I invite you to read more about our work and our people in the pages that follow … and witness through storytelling how passion for the work translates into nursing practice that transforms lives.

Sincerely,

Linda Q. Everett, PhD, RN, NEA-BC, FAAN
Executive Vice President & Chief Nurse Executive
Indiana University Health

National recognition

- Eight clinical programs ranked among top 50 nationally in U.S. News & World Report’s edition of America’s Best Hospitals.
- Ten specialty programs at Riley Hospital for Children at IU Health ranked among top 30 children’s hospitals in the country.
- Six Magnet-designated hospitals throughout the state of Indiana, recognizing excellence in nursing care, from the American Nurses Credentialing Center.
Building 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. Our nurses build careers that last a lifetime because of a shared leadership structure that fosters collaboration, cooperation and empowerment. Every nurse contributes to the quality outcomes and patient safety throughout the IU Health system. 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 preparation courses and testing
- Patient care internships for nursing students
- Specialty internships in a variety of care settings
- Leadership development classes

We are 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.

2011 IU Health RN vacancy and turnover percentages
(Academic Health Center – Indianapolis hospitals)
Quality and safety

A redesigned clinical documentation system improves patient outcomes

Electronic medical recordkeeping took a monumental step forward at IU Health in 2011, when a redesigned clinical documentation system was implemented by 6,000 nurses at eight hospitals in central Indiana. More than 300 clinicians – many of them direct care nurses – were involved in the development, redesign and implementation of the system. Today, the system improves workflow efficiency, better captures meaningful data and more accurately reflects the impact that nursing has on patient outcomes.

“By focusing on patients and their needs, the redesign team was able to create an electronic medical record that accurately and effectively reflects the patient’s healthcare journey,” says Executive Vice President & Chief Nurse Executive Linda Q. Everett, PhD, RN, NEA-BC, FAAN. “More than ever before the record facilitates the communication flow between the patient, their family and the entire healthcare team.”

The system (known as ClinDoc) launched on September 7, 2011, after thousands of hours of preparation, design, building and validation. Training included more than 6,000 staff who received support from an expert team of “super users,” who provided more than 7,500 hours of launch assistance. Clinician feedback reflects greater user satisfaction, ease of use and better system performance compared to previous documentation systems.

Magnet Model: Transformational Leadership, Structural Empowerment, Exemplary Practice

Ongoing focus on falls helps keeps patients safe

When nurses at IU Health Methodist Hospital noted an increasing number of infant falls on the mother-baby unit, they reviewed evidence and researched industry best practices to determine the best ways to address maternal exhaustion that contributed to infant fall risk. In 2011, the unit designed and implemented a mother’s afternoon nap time – a period of uninterrupted sleep for new mothers who are typically exhausted from their labor and delivery experience.

Mothers make a verbal contract with nurses each afternoon to arrange for up to two hours of uninterrupted sleep. Nurses plan their rounding schedule around the mother’s nap and check on sleeping babies to ensure they are safe and sound in nearby cribs. Research shows the practice decreases falls and increases breastfeeding rates. Positive patient feedback has already prompted the addition of a mother’s nighttime nap at Methodist.

“Since we implemented this program, our patient satisfaction scores have continued to increase, and we have eliminated infant falls due to maternal exhaustion,” says Kim Hodges, MSN, RN, clinical manager for the mother/baby unit.

Magnet Model: Exemplary Practice

From paper to computer in rural Indiana

IU Health Starke Hospital in Knox, Indiana moved to computerized documentation and physician order entry in 2011 to improve patient safety and quality of care. The new system helps the 53-bed hospital:
- Capture accurate and reliable information about patients
- Improve communication among healthcare providers
- Ensure patient-centered care

Magnet Model: Transformational Leadership, Structural Empowerment, Exemplary Practice

A keen eye for detail

The keen eye of IU Health Tipton Hospital Annette Murray, RN, helps the 25-bed critical access hospital meet the highest possible documentation standards. As the quality data abstractor for the hospital, Murray critically reviews medical records to ensure that all the required I’s are dotted and T’s are crossed. She works closely with physicians and nurses to immediately address any questions or concerns, and reinforces with all staff the importance of accurate documentation.

Magnet Model: Exemplary Practice
Collaboration improves cardiac care for all types of patients

What do a 56-year-old airline mechanic and a 26-year-old mother of a newborn have in common? Both were IU Health West Hospital patients in 2011, and both benefitted greatly from collaborative quality improvement efforts of the Emergency Department and the Cardiac Services team.

The mechanic was hospitalized after co-workers insisted he check out the dizziness and chest pains that forced him to rest at work. The mother experienced chest pain, nausea and heartburn, but wasn’t sure it was serious enough to interrupt caring for a newborn at home. Both arrived at the ED experiencing heart attacks, and both benefitted from service enhancements that improved door-to-EKG and door-to-balloon times at the hospital, including:

- Expert training of triage staff
- Quick registration changes
- Rapid EKG overhead announcements
- All-hands-on-deck attitude
- 24/7 coverage with Advanced Life Support transport

The mechanic and the mother returned to full health after hospitalization. West’s Director of Cardiovascular Services Josh Halon, BSN, RN, says “stories like these let us know … we are making a difference.”

Magnet Model: Structural Empowerment, Exemplary Practice

Bundling interventions to zap VAP

Reducing the incidence of ventilator associated pneumonia and related mortality requires a comprehensive and multidisciplinary approach – one that involves early recognition and a focus on eliminating variation in patient care. IU Health Arnett Hospital in Lafayette used a bundled set of nursing and medical interventions to achieve the best possible outcomes. Nurses, physicians, clinical nurse specialists, infectious disease practitioners and respiratory therapists successfully achieved and sustained a zero VAP rate in 2011 by adopting a best-practice ventilator care bundle and auditing performance and results each week. The bundle includes:

- Elevating the head of the patient bed
- Oral hygiene care every two hours
- Daily “sedation vacations” or wake-up periods to prevent delirium
- Assessment of readiness to extubate, reducing the time spent on mechanical ventilation
- Implementing peptic ulcer disease prophylaxis and deep venous thrombosis prophylaxis
- Consistent hand hygiene and glove use by all staff coming in contact with any patient on a mechanical ventilator

The results speak for themselves: The bundle works when elements are performed together and consistently, and when staff feedback is built into the auditing process.

Magnet Model: Structural Empowerment, Exemplary Practice

A preoccupation with failure yields results

At IU Health University Hospital in downtown Indianapolis, nurses are increasingly preoccupied with failure when it comes to falls. Their motto: Even one fall is one too many when it comes to patients and their safety.

In 2011, the hospital used the principles of mindful organizing – a set of behaviors to anticipate and contain hazards – to reduce the number of falls and minimize injury to hospitalized patients. With support structures and processes in place for direct caregivers, in-hospital falls decreased by 29 percent compared to the previous year. Work continues to sustain and build on that improvement.

Magnet Model: Structural Empowerment, Exemplary Practice

Jumping in feet first

IU Health Bloomington Hospital nurses use three highly visible and easily understood cards to educate patients, families and visitors about fall risk. The evidence-based approach gets patients and families involved in the care process. It also reminds nurses to think critically and use their best judgment to ensure patient safety.

- Green feet = low fall risk, patients can be up and around without nursing assistance
- Blue feet = moderate fall risk, nurses should be called for assistance
- Yellow feet = high fall risk, unsafe for patients to get up without assistance

Magnet Model: Structural Empowerment, Exemplary Practice
IU Health Morgan Hospital, a recent addition to the healthcare system’s family, has embraced the practice of AIDET to connect and communicate with patients and families. Nurses and other caregivers use the AIDET acronym to guide conversations that include:

- Acknowledging the patient and family member
- Introducing themselves
- Describing the duration of the procedure, process or care giving scenario
- Explaining what will happen and why
- Thanking patients and families for their time, trust and attention

Since joining the IU Health system, Morgan has seen patient satisfaction scores rise as staff embraced the technique to make meaningful connections with patients and families and share important information in a straightforward and professional manner.

**Magnet Model: Structural Empowerment, Exemplary Practice**

**Delivering on the promise close to home**

The IU Health Blackford Hospital Specialty Clinic provides prompt and efficient specialty outpatient care services in a setting that eliminates long commutes. The close-to-home clinic offers services ranging from dermatology and cardiology to neurosurgery and urology – right in the back yard of Blackford County and surrounding area residents.

Caregivers strive to put patients first by providing high quality services in a comfortable, private setting. The clinic allows patients to transition from inpatient to outpatient services without lengthy hospitalizations or the need for long-term care. Services provided range from the basic to the complex:

- IV infusions
- Blood transfusions
- Wound and bladder care

Patient demand proves the concept is working: clinic usage more than doubled from quarter to quarter at the end of 2011, proving that patients need and want services close to home.

**Magnet Model: Structural Empowerment, Exemplary Practice**

**Improving stroke care with telemedicine**

State grant funds allowed IU Health Bedford Hospital to buy telemedicine equipment that is giving rural Indiana residents better access to high quality healthcare when timing is critical – especially for patients suffering a stroke. Partnering with sister IU Health hospitals in Bloomington and Paoli, the Bedford team adopted American Heart Association “Get with the Guidelines” standards for stroke care in 2011. The telemedicine program ensures:

- Fast, real-time consults with expert neurologists
- Coordinated care throughout the southern Indiana region
- Rapid interventions to reduce the risk of a major stroke

**Magnet Model: Structural Empowerment, Exemplary Practice**

**Giving patients more time to heal**

Recognizing that some patients need extra time to heal or regain their strength before returning home, IU Health White Memorial Hospital established a swing bed program to meet the need. In 2011, the program was enhanced with a bedside team meeting of multi-disciplinary staff to include patients and families in addressing new issues, goals, and discharge plans.

“When the team began meeting at the bedside, patients and families became more engaged in the process and more aware of changes to the plan of care,” says White Memorial Chief Nursing Officer Robin Smith, BSN, RN, MSPH. “As a result, patients participate more in their daily self-care, which improves their overall progress and outcome.”

**Magnet Model: Exemplary Practice**
People

Shared leadership puts nurses in decision-making roles

The Newborn Intensive Care Unit at Riley Hospital for Children at IU Health has a long history of shared decision-making success, but the unit’s upcoming move to the Simon Family Tower in early 2013 has prompted staff to assume even more responsibility for improvement planning to meet current and future patient needs.

Using feedback provided by previous NICU parents and Riley colleagues, staff helped design their future “home” in the Tower to ensure the availability of nurses and the visibility of babies in a private room environment.

Nurses have also helped design and conduct inter-professional simulations for staff to help them get comfortable with practicing in the new (and very different) Tower setting. The simulations advanced knowledge and skill while contributing to further collaboration and teamwork in planning for and providing care.

“Staff involvement in the planning process has contributed greatly to the product that will serve patients, families and staff for many years to come,” says Riley Chief Nursing Officer Marilyn Cox, MSN, RN, NEA-BC.

Magnet Model: Transformational Leadership, Structural Empowerment, Exemplary Practice

Investing in people pays dividends

IU Health Paoli Hospital’s support of professional growth and development allowed seven nurses to pursue careers as Nurse Practitioners in 2011 – assuring the future health and welfare of southern Indiana residents who will ultimately benefit from the NP’s advanced expertise.

The hospital and its foundation worked closely with the nurses to guide their specializations in family medicine, women’s health, emergency care, geriatrics and other health categories. One 2011 graduate continued working in the Emergency Department and an IU Health physician office in 2011; two were on track to graduate in mid-2012; and four others were well into their respective graduate programs.

Magnet Model: Structural Empowerment
Education and research

Using technology to enhance surgical safety
In surgical settings nationwide, there is the potential for material such as a piece of gauze or surgical sponge to be left inside a patient after a procedure is complete. Strict OR material counting protocols aim to prevent this type of error, but manual counts performed by humans are not always accurate.

Surgical detection systems in use at IU Health Methodist Hospital and others in the system protect against the risk of retained objects by reading through deep cavity tissue, fluids and bone to detect if radio frequency tagged materials remain in a patient after surgery. The automatic detection system allows staff to scan a patient with the push of a button; hand-held wands allow staff to easily locate materials.

In 2011, OR nurses began publishing results of their use and study of radio frequency detection equipment, which has improved patient safety and quality. Their work contributed to the Association of Perioperative Registered Nurses (AORN) recommendation that all OR nurses evaluate technology to assist with surgical counts.

Magnet Model: Exemplary Practice, New Knowledge

Exploring compassion fatigue in nursing
IU Health Ball Memorial Hospital nurses led a compassion fatigue study and used the results to develop interventions that help manage or prevent the syndrome among fellow nurses. Described as “nurses worn down by their environment,” compassion fatigue has negative consequences if left unaddressed – namely, nurses disengaging and failing to make important connections with patients that contribute to the overall quality and safety of care.

Clinical nurse specialists borrowed concepts from multiple professions to initiate change for healthier nursing staff. Ongoing interventions include teambuilding, education, authentic communication, management and promoting self-care.

Magnet Model: Exemplary Practice, New Knowledge

Advanced Practice Institute arms CNSs with tools to build research and evidence-based practice
IU Health conducted its first-ever Advanced Practice Institute (API) for clinical nurse specialists in 2011, positioning 22 CNSs from eight hospitals to better guide direct care nurses and lead evidence-based practice that enhances patient care.

The API concept is used at other academic health centers across the United States. IU Health collaborated with the IU School of Nursing and expert consultants to stage the institute. It was designed to help CNSs develop skills, enhance competencies and become experts at implementing evidence-based practice (EBP) projects. Their charge: Make a bigger and more meaningful impact on the quality and safety of patient care as well as patient satisfaction.

CNSs worked with expert mentors throughout 2011 to implement EBP projects in direct alignment with sources of nursing excellence (ANCC, 2008). Many evolved into formal nursing research, with results pending at year’s end. Research and EBP project topics range from pain management and end-of-life care to pressure ulcer prevention and delirium recognition and screening.

Magnet Model: Transformational Leadership, Structural Empowerment, Exemplary Practice, New Knowledge
Expanding care by opening doors

When IU Health Saxony Hospital opened its doors in December 2011, Hamilton County residents on the northeast side of Indianapolis gained greater access to cardiovascular, orthopedics and emergency services. The 42-bed hospital greeted its first patients with assistance from 90 nurses, who were among the 250 staff set to deliver on the promise of assurance.

Teamwork and ongoing team building were critical success factors for the nursing staff, which spent months gearing up for the challenge of opening day.

Saxony Clinical Nurse Specialist Cathy Murray, MSN, RN, OCNS-C, says: “We are a diverse group of experienced nurses from many different places and organizations, but each of us contributed years of knowledge and expertise to the opening process. Non-stop critical thinking and endless collaboration really empowered the team to take charge of the environment and make it the best it could be. That united team spirit has carried forward in daily operations.”

Demonstrating heart care excellence

Several IU Health hospitals became accredited for heart failure care by the Healthcare Accreditation Colloquium in 2011, reflecting that staff meet and adhere to the highest evidence-based standards while caring for patients.

The successful completion of the accreditation process indicates a commitment to fulfilling the IU Health mission by providing patients and families access to services they need to improve their health. The accreditation exemplifies the comprehensive, highly integrated medical, interventional and surgical services available at IU Health hospitals, which specialize in prevention, early detection, diagnosis, treatment and management of heart and vascular disease.

Among those earning accreditation, with significant contributions from nursing throughout the process, were:
- IU Health North Hospital (named a Heart Failure Center of Excellence)
- IU Health Goshen Hospital
- IU Health LaPorte Hospital

Accreditation demonstrates IU Health’s commitment to preeminent care in all the communities it serves.

Magnet Model: Transformational Leadership, Structural Empowerment