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Center for
**Nursing
Excellence**
Jackson Health System

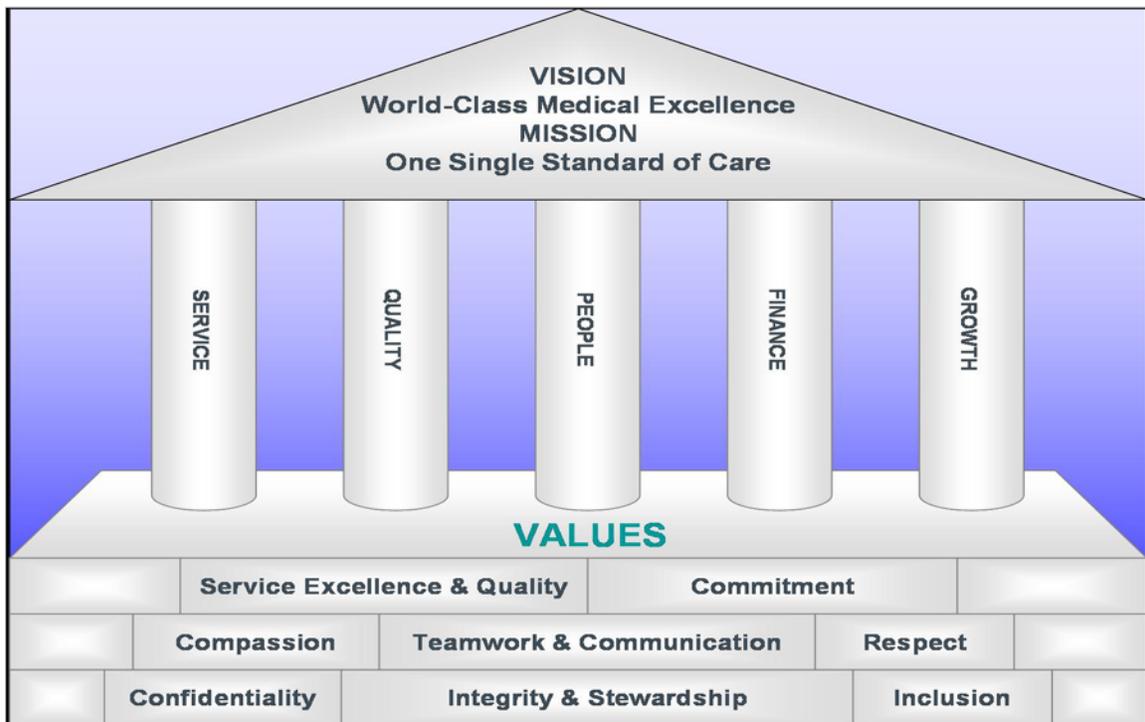


JACKSON HEALTH SYSTEM

NURSING EXCELLENCE REPORT

THE FOUNDATION OF JACKSON HEALTH SYSTEM

“AN ACADEMIC HEALTH SYSTEM WITH A PUBLIC HEALTHCARE MISSION”



WELCOME MESSAGES



Dear Colleagues,

I am very supportive of our journey to nursing excellence. Prior to coming to Jackson, I worked in a magnet hospital and saw firsthand the impact it made not only on the staff but on patient outcomes.

What is important about magnet is not the designation but the work you do to get there, e.g., shared governance, Unit Practice Councils and staff nurse involvement in decision-making.

I've seen a lot of progress and a change in our culture since we started this journey. I have confidence that while we are on this path — and even after we achieve magnet designation from the American Nurses' Credentialing Center — we will continue to improve as caregivers and as individuals.

Marvin O'Quinn
President, Public Health Trust
Chief Executive Officer, Jackson Health System



Dear Nursing Colleagues,

As you know, Jackson Health System is a large, multi-campus public facility. We have more than 3,600 registered nurses working in a variety of environments: an academic medical center, regional hospitals, primary care centers, medical nursing homes, mental health facilities, and correctional and school health programs.

Our goal is to provide consistent delivery of nursing care that meets the highest professional standards through the application of system-wide policies and procedures. Our mission, vision, values, philosophy and strategic plan of nursing services are congruent with those aspects of the organization.

In the following pages you will find representative examples of 2007 accomplishments, reflective of the faces of magnetism that we use as our guide to enhance the quality of JHS nursing.

D. Jane Mass, R.N., M.S.N., C.N.A.A.
Senior Vice President and Chief Nursing Officer
Jackson Health System

This report represents the journey of Jackson Health System nurses to achieve nursing excellence in 2007. Nurses throughout the entire system are to be applauded for their enduring commitment to the JHS Mission: one single high standard of care every day.

OUR PHILOSOPHY OF NURSING

We believe that nursing is a professional discipline, both art and science, that incorporates nursing knowledge, critical thinking and caring. The delivery of care is guided by a “Single High Standard of Care” that is safe, culturally competent and patient-focused. Nursing practice is vital to accomplishing the JHS Mission, Vision, Values, Pillars of Success and Standards of Excellence.

We believe that each individual is unique and brings abilities and needs to the healthcare milieu. We are committed to family-centered care to ensure families, significant others and social supports are partners in the delivery of care. The nurse-patient relationship is based on genuine care and respect, recognizing an individual’s values, developmental stage, disabilities, sexual orientation, nationality, and religious and cultural beliefs.

Our goal for nursing at Jackson Health System is to provide excellent care whereby every nurse is encouraged to realize their best potential as a professional. Excellence in patient care is fostered by providing nurses with orientation, mentoring, resources, continuing education and advancement opportunities. Our nurse practice is evidence-based and one of collaboration with other healthcare professionals, educational institutions, healthcare advocates and organizations at local, regional, state, national and international levels. We promote collaboration that brings together clinical practice, administration, education and research.

QUALITY OF NURSING LEADERSHIP

Jackson Health System nurses are global leaders who are committed to excellence in providing specialized world-class care through innovation, collaboration and evidence-based practice.

JHS DIRECTORS OF PATIENT CARE SERVICES 2007

Indra Battle-Triana, R.N., M.S.M.
Jackson North Medical Center

Ernestine Cowart, R.N., B.S.N.
Mental Health Hospital Center

Ric Cuming, R.N., M.S.N., Ed.D.(c), C.N.O.R., C.N.A.A.
Perioperative and Cardiovascular Services

Michael Damon, A.R.N.P., M.S.N.
Jackson Memorial Long Term Care

Sonia Granum, A.R.N.P., M.S.N., C.C.H.P.
Corrections Health Services

Virginia Harvin, R.N., M.S.N.
North Dade Health Center

Julie G. Mann, R.N., B.S.N., M.H.M., C.N.A.A.
Medical Surgical Hospital Center

Denese McGill-Clare, A.R.N.P., M.S.N.
Women's Hospital Center

Maureen McLaughlin, R.N., M.S.N.
Holtz Children's Hospital

Gloria McSwain, R.N., B.S.N., M.H.M., C.N.A.A.
Cardiovascular and Neurosciences Services

Delia J. Rudio, R.N.C., N.H.A., M.H.S.A., L.H.C.R.M., L.N.C.
Jackson Memorial Perdue Medical Center

Audrey Stewart, R.N., M.S.N.
Emergency Services

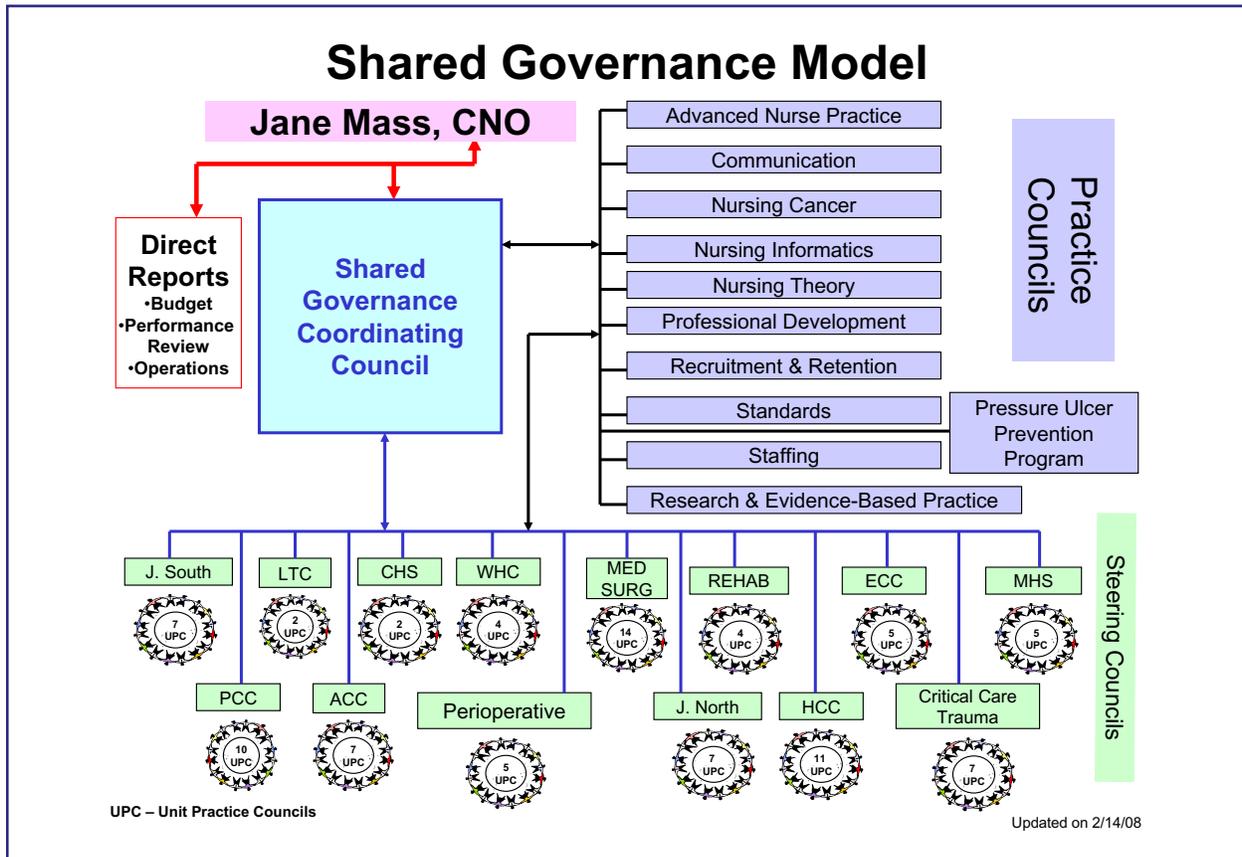
Rosemarie Taylor, R.N., B.S.N., Ed.D.
Education and Development

Debra Gordon Turbert, R.N., B.S.N., M.H.S.A., C.N.A.A.
Ambulatory Care Center

Susan Williams, R.N., B.S.N., M.B.A.-H.C.A.
Critical Care Hospital Center

Nida O. Winnett, R.N., M.S.N., C.N.A.
Rehabilitation Hospital Center

ORGANIZATIONAL STRUCTURE



UNIT PRACTICE COUNCILS

All nurses participate in a process we call Shared Governance through a unit-based structure known as the Unit Practice Council (UPC). Each unit has a UPC, representing all staff from all shifts, who are selected by their peers. The Unit Practice Council is empowered by the organization to seek out areas of patient care that need improvement and then develop improvement projects to address the issues. Jackson Health System believes that frontline staff is fully aware of the issues that need to be improved and so are given the authority to do so within each division. Each unit may be working on different issues at any given time, but that information is shared at the divisional level monthly when all the councils present their status reports and seek assistance from their director.



Women's Hospital Center East Tower 7A
UPC

This year has brought significant progress to the Shared Governance structure with more than 70 UPCs established throughout Jackson Health System. Due to generous support from the Health Foundation of South Florida through a grant entitled "A Fresh Start for Nursing," Jackson has been able to grow the Unit Practice Councils at an accelerated pace. Beverly Fray, R.N.C., M.S.N., has joined the Center for Nursing Excellence team to facilitate the Shared Governance growth and development.

PROFESSIONAL PRACTICE COUNCILS

The Shared Governance structure also includes Professional Practice Councils that address issues from staff nurses across the entire system.

COUNCIL	SIGNIFICANT ACCOMPLISHMENTS
Communications	E-mail address for every nurse
Evidence-Based Practice and Research	Evidence-based conference planning
Nursing Standards	Restructure of standards process
Nursing Theory	Implementation of Leininger's Theory
Professional Development	Peer review
Recruitment and Retention	Recruitment process improvements
Staffing	Prevention of incidental overtime



The most recently chartered council, the Information Technology Nursing Council, has made great strides in implementing nursing's role in the Cerner Electronic Medical Record that is being established throughout Jackson Health System.

MANAGEMENT STYLE

It would be hard to find a nurse at Jackson who does not know that Jane Mass, R.N., M.S.N., C.N.A.A., is the Senior Vice President of Patient Care Services and Chief Nursing Officer. For more than 20 years, Jane has been meeting with nurses as a part of their orientation to present the goals for nursing practice. Immediately, the nurses experience her openness to talking with and listening to staff. She and the nursing leadership team have the reputation for being accessible and supporting nurses both personally and professionally.

Jane Mass is the voice and presence for all nurses at Jackson Health System as nursing's representative on the Public Health Trust Board of Trustees (PHT), which is the system's governing body, and the Medical Executive Staff Committee. She has empowered nurses through shared governance.

The involvement of staff in Unit Practice Councils is a way to provide ongoing development ... the foundation for succession planning into new roles and responsibilities. Jackson is a place where "nurse stars are born."

The resulting nursing initiatives, best practices and the Journey to Nursing Excellence have been featured at PHT committees. For instance, the Pediatric ER Unit Practice Council presented a practice improvement whereby the nurses improved discharge teaching, which in turn improved patient care and satisfaction, and produced cost savings.



Unit Practice Council
Pediatric Intensive Care Unit



Associate Nurse Manager Retreat

PERSONNEL POLICIES & PROCEDURES

PEER REVIEW

Peer review is integral to role development and to professional socialization within the environment of a healthcare organization that is committed to Nursing Excellence.

The Professional Development Council identified the need to develop a “peer review” process. The existing personnel program for performance/evaluation reviews were supplemented to provide for a new practice of peer review, whereby staff nurses participate in the process.

This type of evaluation can be beneficial to the review process because it facilitates peer feedback by one who is practicing at the point of care and who has an appreciation for and understands what excellence in practice looks like. During the annual performance appraisal process, nursing staff ask a peer to submit a confidential evaluation.

Why are we doing peer review?

Because it

- Promotes the development and fulfillment of personal goals
- Builds collegial support and development
- Expands personal and professional worth
- Provides insight into strengths and opportunities for growth
- Assists in creating a professional portfolio
- Assists the manager in recognizing your best skills and talents

RECOGNITION

Quarterly Nursing Star Recognition Ceremonies represent another level of the peer review process. JHS employees may nominate an individual to be recognized as a “Nursing Star” for demonstrating standards of Nursing Excellence and the Forces of Magnetism. In 2007, 1,500 nurses have been recognized as Nursing Stars!

PEER EVALUATION QUESTIONS

The Jackson Health System’s values are commitment, service excellence and quality, confidentiality, compassion, teamwork and communication, culture of inclusion, respect, and integrity and stewardship.

The following peer review questions are based on JHS values.

Key: Peer review is integral to role development and to professional socialization within the environment of a Magnet-designated organization. A peer has chosen you to evaluate their practice. Please answer these questions and give specific examples. Please use additional paper as necessary.

- 1.) State how the individual demonstrates the ability to provide service excellence based on the Jackson values. Give specific examples.
- 2.) Describe the individual’s interpersonal/communication skills relating to personal interactions focusing on members of the team including peers, physicians and patients.
- 3.) Identify an area or areas of professional growth and development you believe this RN would benefit from in the coming year.
- 4.) Describe a situation or situations when you observed this RN provide excellent customer satisfaction.
- 5.) What actions have you observed this RN take to promote and improve patient and staff safety?

Signature & Dates

Peer Reviewer: _____

Clinical Staff Nurse: _____

Direct Supervisor: _____

Nursing Star Award

This certification is awarded to

in recognition of exemplary practice reflective of Nursing excellence

Presented by:



PROFESSIONAL MODELS OF CARE

Nursing care models, delivery systems and theoretical frameworks are the building blocks for excellence in nursing practice. These structures assure quality that tempers costs, addresses staffing shortages, improves quality and are cost-effective and sustainable.

RELATIONSHIP-BASED CARE

A goal was set to select a Professional Practice Model. Focus groups with staff, discussions and investigations led to the selection of Mary Koloroutis's Relationship-Based Care Model in November 2007. This model focuses on the power of relationships with the patient and family being the central force. Critical components that support the model include leadership, teamwork, professional nursing, care delivery, resources and outcomes.

GROUP PRACTICE MODEL

Complementary to Relationship-Based Care has been the development of a Nursing Care Delivery Model, Group Practice, which is guided by the vision and principles of Jackson Health System's professional nurses. The implementation plan for Group Practice has been underway since August 2006. The primary focus of this model is continuity of patient care and building strong relationships.

The goals of the care delivery model are to:

- Provide a consistent, effective approach of care delivery throughout the organization
- Improve patient satisfaction
- Provide continuity of care
- Maintain appropriate skill mix of staff
- Address the need for mentoring/monitoring of new graduates
- Encourage Evidenced-Based Practice
- Promote excellent relationships between patient, family, staff and physicians
- Increase peer accountability
- Adhere to regulatory requirements

Twelve units have implemented the Group Practice Model, and 128 staff members have been trained. Training elements include critical thinking skills, delegation, communication, role definition, leadership and standard nursing language as well as information on Relationship-Based Care and the components of the Group Practice Model.

LEININGER'S THEORY OF CULTURE, CARE, DIVERSITY AND UNIVERSALITY

A nursing theory was selected by nursing staff to guide and structure nursing care processes and lead to the establishment of the Nursing Theory Council. In August 2006 a review of nursing theories was presented. A vote by JHS nurses at a "Morning of Nursing Theory" program led to the selection of Madeleine Leininger's Theory of Culture Care Diversity and Universality as having the most applicability and relevance to all areas of nursing practice at JHS. In addition, Leininger's theory is congruent with our organizational values. The theory focuses on providing culturally congruent care, which means to provide meaningful care that fits the cultural beliefs and life ways of the patient and family. In 2007 the JHS Nursing Theory Council aimed to establish a plan for integrating aspects of Leininger's theory into practice.

Successful efforts for 2007 include:

- Kick-off Leininger Awareness Campaign during Nurse Week 2007
- Transcultural Nursing theme to Nurse Week 2007
- Annual "Heart of Nursing Program" included various presentations on diversity and cultural awareness including a panel discussion on "Nursing around the Globe" and Leininger's Theory
- Development of a new Computer Web-Based Training Program for all nurses as part of annual mandatories for 2008
- Addition of the "Diversity Corner" to the weekly Nursing Excellence newsletter



Both photos were taken at the Women's Hospital Center Diversity Breakfast with Haitian nurses

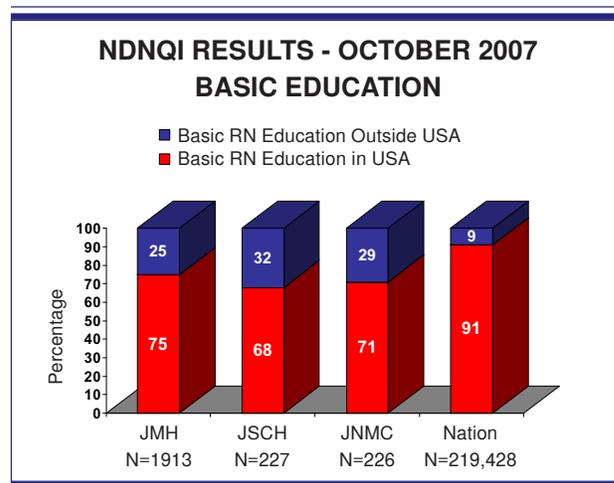


QUALITY OF CARE

NURSING QUALITY INDICATORS

This marks the third year since JHS has participated in the National Data Base of Nursing Quality Indicators (NDNQI). Nurses participate in data collection and analysis to make improvements in patient care.

- JHS nurses lead the country in participation in the annual nurse satisfaction survey with an overall rate of 97%.
- JHS nurses collect nursing indicators for pressure ulcer prevalence, physical and sexual aggression in mental health, restraint prevalence, nurse turnover rates, nurse satisfaction and educational levels of nursing staff.
- Jackson South and Jackson North are benchmarked to community hospitals while Jackson Memorial is benchmarked to other academic medical centers.
- NDNQI data improvements were presented at the South Florida Nursing Research Consortium, October 2007, in Miami Beach. JHS nurses scored above the national benchmark with 40% having a BSN or higher level of educational preparation.
- JHS nurses have more diverse educational backgrounds than others in the nation.



EVIDENCE-BASED PRACTICE AND RESEARCH (EBP)

JHS nurses excel in Evidence-Based Practice with JHS becoming a leading center.

- JHS becomes the first “international partner” with the Registered Nurses of Ontario for Evidence-Based Practice.
- The Research and Evidence-Based Nursing Council planned for an international meeting on EBP in partnership with the University of Miami School of Nursing and Health Studies and the registered nurses of Ontario, scheduled for January 2008.
- Nineteen JHS nurses presented posters at the 1st conference of the South Florida Nursing Research Consortium, October 2007, at the University of Miami.
- Six JHS nurses are the first to graduate from the Nursing Research Certificate Program offered jointly by JHS and the University Miami School of Nursing and Health Studies.

QUALITY IMPROVEMENT

Unit Practice Councils lead patient care improvement initiatives at the bedside

Medical Intensive Care team makes a difference by being “empowered”

When the data showed rising skin integrity problems, MICU launched a quality initiative. Acutely ill patients often gained fluid weight, more weight than their skin could tolerate, thereby becoming vulnerable to skin breakdown. A change in practice was needed.

A challenge — Rising to the challenge, the team turned to their intellectual and skills. Nurse heroes emerged, a new “vision” was created, and a “War on Wounds!” was declared.

Action plan — The focus was to look at the patients “early and first.” This early and first approach means to look for early signs or admission “ticklers” that might identify a patient as a high risk for skin breakdown. Each nurse took personal responsibility, generating a dialogue leading to success. In addition, nursing students and interns were engaged to be part of the solution and leave the experience more knowledgeable.

Results — These efforts significantly improved the outcomes for patients. Pressure ulcer occurrences decreased below the national benchmarks.

What Team MICU learned:

- Make it personal.
- Keep it alive.
- Empower the nurses.
- Remove the barriers.
- Be creative.
- Get a NEW VISION!
- Start a dialogue and watch it grow.
- Constant vigilance is essential.



Latoya Lewis, R.N., M.S.N., Ed.D.(c)
MICU Nurse Manager



MICU nurses present quality outcomes at state Magnet Research meeting.

CONSULTATION AND RESOURCES

UM MILLER SCHOOL OF MEDICINE CALDER LIBRARY

We are fortunate to have the resources readily available to our nurses for their academic work and evidence-based practice at the University of Miami Leonard M. Miller School of Medicine Louis Calder Memorial Library on the Jackson Memorial campus. The JHS intranet provides nurses with on-line access 24 hours a day, seven days a week. A librarian provides classes and consultation to nurses to facilitate their work.

THE UNIVERSITY OF MIAMI SCHOOL OF NURSING AND HEALTH STUDIES

JHS is fortunate to have a strong partnership with the University of Miami School of Nursing and Health Studies. Under the leadership of Dean Nilda P. Peragallo, Dr.P.H., R.N., F.A.A.N., faculty provide their educational and research expertise as well as academic courses and certificates designed for the special needs of JHS nurses.

The School of Nursing and Health Studies has set the standard for quality nursing and health studies in South Florida for more than 50 years. Established in 1948 as the region's first baccalaureate nursing program, the school has educated nurses at the master's level since 1976 and the doctoral level since 1985. In 2005 the school expanded its program offerings to include UM's health science program and changed its name to the School of Nursing and Health Studies.

AUTONOMY

Jackson nurses practice autonomously in a variety of practice settings across the continuum of care. JHS nurses are expected to exercise independent judgment consistent with professional standards.

An exemplar is defined as a significant example or description of a clinical incident, one where you had direct contact with a patient or group of patients. Exemplars are “nurse stories” where you share vivid encounters. Clinical staff nurses all have great stories to tell that share the skills and emotions involved in caring for patients. These stories illuminate the practice knowledge, wisdom and greatness of nursing that we sometimes take for granted.

Erika Kimmell, R.N., clinical staff nurse, Neuroscience Intensive Care Unit, wrote one such exemplar that is representative of nursing autonomy. Erika was an award winner during Jackson’s Nurse Week. Following are some excerpts from the exemplar:

ONE NURSE’S JOURNEY

BY ERIKA KIMMELL, R.N.

It is now 26 years since I entered the nursing profession. I began my career as a nursing assistant, working at Mercy Hospital while attending nursing school full time at Miami-Dade Community College. Since then I have personally touched so many lives.

I am a nurse in the Neuroscience Intensive Care Unit at Jackson Memorial Hospital. Most of my patients are those with neurological problems such as traumatic brain injury, spinal cord injury, brain tumors and neurovascular problems. Some require extended hospitalization and critical care management. I have learned to include family and friends when caring for my patients.

This past year I experienced an amazing relationship with the family of one of my brain-injured patients who had fallen from his roof. I always introduce myself to my patient’s family and friends. I invite them to tell me about the patient and themselves. I bring Cuban coffee to share with them. It is important to establish a foundation of trust, confidence and sharing. I am always mindful that we need this first interaction to set the tone for the rest of the patient’s stay.

My patient’s family visited daily and were clearly interested in the details of his care. After my initial introduction and assessment of the family’s needs I began physically caring for the patient with his family members looking on. I performed assessments, turning with positioning, bathing, including shaving the patient’s face, mouth care and changing bed linen. I spoke to his family as I performed this care, explaining what I was doing and why. I encouraged family members who felt comfortable with handling the patient to participate with me when I provided nursing care, using this opportunity to teach them how to do so safely.

Within a few weeks the family members were participating in all aspects of the patient’s care. At one point the sons-in-law and daughters had completely bathed and turned the patient, provided mouth care and repositioned the foley catheter to the side the patient was turned to, as I had taught them. They had correctly applied the compression sleeves on his legs, attached them to the flowtron pump and turned it on. They were justifiably proud of what they had done and beamed at me as I walked in the room and saw what they had accomplished.

I find it hard to express how elated I felt when I looked at them and saw how much it meant to them when I acknowledged their accomplishments. During this patient’s hospitalization in our ICU, he required a tracheotomy. All family members learned how to care for the tracheotomy tube and stoma site. They learned to put the indwelling suction catheter together and correctly connect this device. They learned how to manage oxygen needs. They could

manage the complex feeding system. They could thoroughly assess for possible complications such as infection or leaks.

I taught the family skin assessment and interventions for pressure areas on the patient’s sacrum and hips. They learned to correctly position their father and to use the skin care products provided to protect these areas. I required different family members to google information about brain injury, complications of brain injury and complications of tracheotomy.

By the time I was through with them, this family could provide excellent nursing care as well as, if not better, than many healthcare personnel. At the same time, I made sure we had fun together! We suffered the patient’s setbacks together and celebrated when a new skill was learned. It was especially rewarding when the patient was clearly improving and beginning to visually interact with his family.

Eventually my patient went to a regular floor for follow-up care but required readmission to our unit as a result of pneumonia. I immediately continued with the teaching program, assuring continuity of care. Thus a new chapter in our relationship began. All of the family received a crash course in basic anatomy and physiology of the lungs. They googled respiratory failure, pneumonia as a complication of brain injury and complications of brain injury in the elderly patient. I taught them to perform all of the supportive care. They learned that it was important to use the ambu-bag to provide ventilation and oxygen after suctioning the patient. They learned how to assess when suctioning was necessary. I required that they do this each and every time they suctioned the patient under my direct supervision.

Within a couple of weeks the family became highly skilled in all aspects of care at the intensive care unit standard. I taught the family members how to mobilize their father from a sitting position on the side of the bed, stand him up and pivot him safely to a regular high back chair. They demonstrated competency and safety and would express their delight when their father would get out of bed looking so alert. This family provided stimulation for him, unconditional love, a sense of humor, and consistency in his overall care. They laughed often and teased each other at the bedside, including their father in their antics. Eventually it was time for him to go back to the neurosurgical floor. This time the family was ready. Once admitted to a private room, his family members continued to provide the care they had learned together.

Several weeks later the daughter told me that what they had learned and practiced paid off when he was admitted to a rehabilitation center. They shared what they had learned in our ICU with other healthcare personnel and patients’ families they met, and by doing so, helped influence the care of other patients in the rehab facility where they were. This patient care experience and family is a source of pride and inspiration for me.

COMMUNITY AND THE HEALTHCARE ORGANIZATION

JHS SCHOLARS PROGRAM

The newly launched JHS Scholars Program was established in June 2007. The innovative program is a collaborative partnership between Miami Dade College, the Jackson Memorial Foundation and Jackson Health System that will provide a stable source of new nurses for our community by focusing on the following goals:

- Increasing the MDC nursing program capacity by providing scholarships, funding faculty positions, and providing classroom space and administrative support
- Decreasing new graduate orientation time by creating programs that provide clinical experiences that more closely resemble actual practice conditions, thereby easing the transition from student to competent staff nurse
- Recruiting more new nurse graduates to Jackson Health System by providing exceptional clinical rotation experiences

The Jackson Memorial Foundation is committed to support the JHS Scholars Program by providing the matching funds with the State of Florida Succeed Grant to fund tuition and fees for the students and increasing the faculty at Miami Dade College of Nursing. The Jackson Health System is committed to supporting this partnership scholarship program by providing classrooms, faculty and clinical rotation sites for medical-surgical, obstetrics, behavioral health, community health, pediatrics and nursing leadership experiences, in addition to scholarship funding for uniforms and books fulfilling the MDC and JHS admission requirements.

The JHS Scholars Program is a scholarship for students who are committed to pursuing nursing as a career. Forty students are accepted in the Fall and Spring semesters. The JHS Scholars attend all lectures at the Jackson Memorial Hospital campus and participate in clinical rotations throughout the Jackson Health System. The Skills Lab courses remain at the Miami Dade College, Medical Campus, in their state-of-the-art simulation lab and success center.

The obligations of the JHS Scholars student include:

- Working with a nursing mentor as a patient care intern on a patient care unit for 12 hours every two weeks, starting in their third semester, thereby increasing their clinical experience by 200 hours
- Becoming a licensed registered nurse
- Successfully completing an internship (medical/surgical, critical care, perioperative, emergency or pediatrics)
- Working as a RN/clinical staff nurse at a JHS facility for two years following their internship

Currently, the JHS Scholars Program has 119 students. Thirty-two will graduate in May 2008 and be hired into one of the JHS internship programs prior to being hired as a clinical staff nurse; 41 will graduate in December 2008 and 44 will graduate in May 2009.

NURSES AS TEACHERS

Teaching is an important role for all nurses throughout Jackson Health System. Nurses are involved in teaching patients, families, nurses, students, other healthcare professionals and the community.

NURSES TEACHING STUDENTS

JHS nurses participate in student learning as they obtain valuable clinical experiences from numerous academic programs throughout South Florida. Jackson Health System has affiliation agreements with nine schools and is host to more than 2,000 students. JHS participates in a community-wide data base sponsored by the South Florida Nursing Consortium to facilitate student clinical placements in clinical settings.

TEACHING AND THE NURSING SHORTAGE

To help alleviate nursing faculty shortages, JHS nurses serve as adjunct faculty to area schools of nursing and serve as clinical preceptors for students. In addition, JHS nurses provide mentorship and classroom teaching in nursing programs throughout the community.

EDUCATIONAL COMPETENCY

A competency model with performance indicators was introduced in 2007. The ASTD Model for Learning and Performance served as the basis for the needs assessment for the educators and will also serve as a framework for future workshops for the group.

TEACHING THE NEW GRADUATE

Transition for new graduate nurses requires specialized attention. JHS offered internship programs in five specialty areas: critical care (119), emergency care (9), medical/surgical nursing (25), pediatrics (11) and perioperative nursing (7). Success is followed with support groups for all newly hired nurses.

IMAGE OF NURSING

2007 JACKSON HEALTH SYSTEM NURSE OF THE YEAR



Michelle Johnson-Chen, R.N., 2007 Nurse of the Year, exemplifies the excellence of the image of nursing at JHS. Michelle demonstrates exemplary nursing practice and excels in commitment to nursing at JHS and outside in the community. Michelle was recognized for her efforts in establishing a non-profit organization entitled Heartfelt Hope for Humanity. Their goal of this organization is to “empower children through education.”

Michelle explains, “We believe we cannot afford to turn a blind eye to human suffering and misery. It is with great commitment and compassion that we strive to improve the lives of these children.”

Michelle Johnson-Chen, R.N., (2nd from left) is congratulated by President Marvin O'Quinn, CNO Jane Mass, and PHT Chairman Ernesto de la Fé

Michelle is an advocate for children to have access to education in Haiti and works tirelessly to raise funds to keep her vision alive. In her job at JHS in Perianesthesia

Services, Michelle is an excellent patient advocate and clinician. She has received praise from her patients and their families. As she continues with developing her non-profit organization as well as patient care here at Jackson, she projects a positive image of nursing while assisting her community and the world!

2007 NURSE WEEK AWARD WINNERS

<p><i>Anesthesiology Care Center</i></p>  APN of the Year Marissa Sibucco  LPN of the Year Charmin Campbell  RN of the Year Louisa Moffett	<p><i>Emergency Care Center</i></p>  APN of the Year Karen VonWald  RN of the Year Gretchen Aurelius  Rookie of the Year Meredith Hall	<p><i>Perioperative Services</i></p>  APN of the Year Terri VanHorn  LPN of the Year Sonnie Hawkins  RN of the Year Michelle Johnson-Chen  Rookie of the Year Syllasa Byrd	
<p><i>Clinical Resource Management</i></p>  APN of the Year Lisette Levine  RN of the Year Carina Villa	<p><i>Wiley Children's Hospital Center</i></p>  APN of the Year Marise Alce  LPN of the Year Leontyne Allen  RN of the Year Shannette Patterson  Rookie of the Year Dennis Morrison	<p><i>Jackson South Community Hospital</i></p>  APN of the Year Martha Peroldo  LPN of the Year Georgette Vallis  RN of the Year Paul Lim  Rookie of the Year Luis Idarraga	<p><i>Specialty Areas</i></p>  APN of the Year Becky Angot  RN of the Year Sandra Aysh
<p><i>Correctional Health Services</i></p>  APN of the Year Martin D. Andrew-Staine  LPN of the Year Jacqueline Brown  RN of the Year Benedict Figueroa	<p><i>Jackson Memorial Long Term Care Center</i></p>  APN of the Year Yvonne Martin  LPN of the Year Jasmine Claxton  RN of the Year Colleen Francis  Rookie of the Year Rachel Mitchell	<p><i>Medical-Surgical Hospital Center</i></p>  LPN of the Year Sonya Fields  RN of the Year Benita Abatayo  RN of the Year Shamma Legrand  Rookie of the Year David Sydney	
<p><i>Central Care Hospital Center</i></p>  APN of the Year Francisco Guido-Sanz  RN of the Year Barbara Victoria Gonzalez  Rookie of the Year Fara Vazquez	<p><i>Jackson Memorial Prostate Medical Center</i></p>  LPN of the Year German Perez  RN of the Year Cynthia Reyes  Rookie of the Year Leonia Liddell	<p><i>Mental Health Hospital Center</i></p>  APN of the Year Barbara B. J. Chasco-Peple  LPN of the Year Taalbidin Shahid  RN of the Year Marie S. Rosiclar	<p><i>Rehabilitation Services</i></p>  APN of the Year Lorrette Patrick  LPN of the Year Bessie Killingsworth  RN of the Year Martha Prieto  Rookie of the Year Rosie Michel
<p><i>Education & Development</i></p>  RN of the Year Edita Limpioso	<p><i>Jackson North Medical Center</i></p>  APN of the Year Mary Tozzo  LPN of the Year Charly Harris  RN of the Year Joy Watson  Rookie of the Year Raquel Case	<p><i>North Side Health Center / School Based Health Center</i></p>  APN of the Year Elsie Saguinsin  LPN of the Year Michelle McCottry  RN of the Year Gwendolyn Barker	<p><i>Women's Hospital Center</i></p>  APN of the Year Christa Nabar  LPN of the Year Monica Virgin  RN of the Year Daphne Small  Rookie of the Year Germa Clarke

NURSE WEEK 2007

“Nursing: A Profession and A Passion”

Each year Jackson Health System celebrates Nurse Week on the first full week in May. The 2007 Nurse Week theme was “Nursing: A Profession and A Passion.” The celebration lasts a week on the main campus with daily events honoring the approximately 4,000 nurses. Each nurse in the system is given a gift, specially selected by the Directors of Patient Care Services. This year’s gift was an umbrella with the Jackson Health System logo printed on it. Individual facilities in the system conducted their own celebrations.



Nurse Week Award Ceremony



Supporters of Jackson Health System Nursing, Stan and Jan Perlmeter (2nd and 3rd from left) during Nurse Week

On the Monday of Nurse Week, award winners, voted on by their peers, are publicly recognized at a ceremony in the main lounge of Jackson Memorial. The lounge is decorated for the event. This year, as in past years, the Chief Executive Officer and Chief Nursing Officer each welcomed attendees, and then the 58 honorees for 2007, representing the entire system, were called to the stage and given a Nurse Week Winner pin. The overall winner for 2007, voted on by the Directors of Patient Care Services, represented Perioperative Services. All winners and their Nurse Managers, as well as invited guests, attended a special luncheon immediately following the Awards Ceremony.

At the main campus on Tuesday morning and Wednesday evening there were receptions with a sit-down breakfast and dinner as well as a take-out. The Directors and Chief Nursing Officer were there to greet and thank the nurses for their many contributions throughout the year.

On Wednesday, a special program called The Heart of Nursing with a different theme and speakers each year, is provided and all of nursing is invited to attend. The 2007 Heart of Nursing program focused on our adopted Nursing Theory and included a cultural panel discussion and interview. Our own nurses from Cuba, Philippines, Africa, China and Canada were members of the cultural panel and shared information about nursing in their country of origin.

On Thursday, a poster session took place in the main lobby of Jackson Memorial. Posters were creatively prepared and displayed for all to see. The subject matter changes each year. In 2007 the subject pertained to nursing practice on the floor the poster represented.

INTERDISCIPLINARY RELATIONSHIPS

HOLTZ CHILDREN'S HOSPITAL ENCOURAGES COLLABORATION

Interdisciplinary collaboration is the hallmark of the Holtz Children's Hospital. One initiative to achieve "family-centered care" has become a reality.

Holtz Children's Hospital hosted a three-day program with the Institute for Family Centered Care. A multidisciplinary group reaching across JHS participated in interviews and tours. Leadership team members including Jane Mass, the Chief Medical Information Officer, the Medical Director and Chief Residents of the Pediatric Residency Training Program, joined representatives from the Pediatric Emergency Room, Women's Hospital Center, Adult Critical Care, Ambulatory Care Center and Holtz Children's Hospital in this innovative effort. Parents of hospitalized children were included to fulfill a total family-centered process.



Radiology Unit Practice Council Interdisciplinary Team

PROFESSIONAL DEVELOPMENT

True to its mission of providing a single high standard of care, Jackson Health System (JHS) promotes and supports an environment of continuous learning and professional development. The year 2007 was highlighted with many programs that support nurses in their goals to advance professionally.

EDUCATION AND DEVELOPMENT

With a centralized Department of Education and Development:

- Approximately 70 staff development programs through 512 classes were offered with a total attendance of 6,500 employees.
- An additional 223 computer-based programs were available to staff.
- Specialty internships were provided to 171 nurses in the areas of critical care, medical/surgical, emergency, children's and perioperative nursing.
- New employee orientation programs were held for 1,751 new clinical staff (615 nurses).
- Support groups were held for 179 new nurses.

CLINICAL EDUCATORS

Unit-based Clinical Educators are available to support nurses in their care delivery through:

- Orientation and mentoring of new nurses
- Just-in-time training (new policies and initiatives)
- Serving as a clinical resource at the bedside

TUITION REIMBURSEMENT

With JHS' liberal tuition reimbursement program, 400 staff members were supported in obtaining a degree and/or professional certification. In 2007, 30 nurses earned degrees, including two nurses who completed doctoral degrees. Each nurse receives three days per year to attend educational programs of their choice. As one of the nurses, Vernice Horton, R.N., stated:

"I am happy to work for an institution that offers tuition reimbursement. This enabled me to complete the certification in clinical nursing education at the University of Miami in 2007. I have used what I learned to better adapt my teaching style to the needs of my colleagues as well as patients. Also, I have tailored my orientation of new employees as a direct result of the information learned in the certification program."

EDUCATING EDUCATORS

The “Succeed” grant program, funded by the state of Florida, has enabled six JHS nurses to earn a certificate in education. This provides high-level nurse educators to lead clinical nursing education. These clinical nurse educators are then able to precept clinical rotations for nursing students, thereby helping to bridge the nursing faculty shortage.

Graduates of the Research Certificate Program:

Kathryn Ewers (Education), Carol Coker (Critical Care), Susan Roberts (Pediatrics- Hematology/ Oncology), Conchita Freitag (ACC, Educator, Performance Improvement), Joylin Gayle Redfern (Pediatrics 5B), Paula Ramsammy (Utilization Management)

SUCCEED PROGRAM

In partnership with the University of Miami, several nurses participated in a hospital-based certificate program in research and education. In addition to the certificate, the Succeed Program offered college credits that can be used toward a degree. In 2007, five nurses completed the research track, and eight nurses completed the education track.



Jane Mass with Succeed graduates from Jackson Health System and the University of Miami

SIGNIFICANT CONTRIBUTIONS

Jackson nurses make significant contributions to nursing practice in the community, nation and world:

- Jackson nurses were prominent at the 2007 South Florida Research Consortium for Healthcare Professionals. Nineteen nurses presented an oral or poster presentation on their various research activities with implications for nursing practice. A Jackson nurse won the best poster award.
- Additionally, 10 nurses presented in local and national conferences.
- Twenty-two Jackson nurses received certification in their specialties in 2007.
- Seven Jackson nurses served as officers in their professional associations.
- Four of our nurses published articles in professional journals.

JACKSON HEALTH SYSTEM

JACKSON NORTH JOINS THE JHS FAMILY

On December 17, 2006, Jackson North Medical Center became the newest member of the Jackson Health System family. Jackson North Medical Center is a licensed 382-bed, full service, acute care community hospital.

We have a dedicated and expert nursing team that strives for quality patient care and nursing excellence. We have created our Magnet Steering Council and our eight Unit Practice Councils. Each of our UPCs have initiated projects that impact the care provided on their units.



Our philosophy of nursing includes a Shared Governance practice model. We held our first JNMC Magnet Journey Fair in September 2007, which was well attended by all staff. We look forward to our Magnet journey. As the Jackson North nurses say, "May the Forces be with you."

HOSPITALS

- Holtz Children's Hospital
- Jackson Memorial Hospital
- Jackson North Medical Center
- Jackson South Community Hospital

PRIMARY CARE CENTERS

- Dr. Rafael A. Peñalver Clinic
- Jackson North Specialty & Diagnostic Center
- Jefferson Reaves, Sr. Health Center
- Juanita Mann Health Center
- Liberty City Health Services Center
- Miami Hope Center
- North Dade Health Center
- North Miami Health Center
- Prevention, Education & Treatment (P.E.T.) Center
- Rosie Lee Wesley Health Center/Southside Dental
- South Dade Homeless Assistance Center Clinic

MEDICAL NURSING HOMES

- Jackson Long Term Care Center
- Jackson Perdue Medical Center

SPECIAL FACILITIES

- Corrections Health Services (health clinics in five Miami-Dade County jails)
- Jackson Care-A-Vans (three mobile primary care units that serve eight communities)
- Jackson North Community Mental Health Center (a mental health network that includes a crisis unit, day programs and two residential facilities)

Jackson Health System, an integrated healthcare delivery system, is governed by the Public Health Trust, a dedicated team of citizen volunteers acting on behalf of the Miami-Dade Board of County Commissioners. Jackson Health System ensures that all residents of Miami-Dade County receive a single high standard of care regardless of their ability to pay.



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