Jackson Health System
2009
NURSING EXCELLENCE REPORT

Nurses Lead Professional Practice
  • Shared Governance
  • Relationships
  • Knowledge
JACKSON HEALTH SYSTEM

“An academic health system with a public health mission”

**Mission Statement**

To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

**Vision Statement**

Our strategic vision is to be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.

**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” for all that is safe, culturally-competent, and patient- and family-focused. Nursing practice is vital to accomplishing the JHS Mission, 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 relationship-based care that focuses on nurses’ relationships with patients and families, co-workers, and self. The nurse-patient relationship is based on genuine care and respect, recognizing the 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 all nurses are encouraged to realize their best potential as professionals. Excellence in patient care is fostered by providing nurses with orientation, mentoring, resources, continuing education, and advancement opportunities. Our nursing 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.

**Nursing Vision**

JHS Nurses are global leaders committed to excellence in providing specialized world class care through innovation, collaboration, and Evidence-Based Practice.

**JHS Values**

- Commitment
- Service Excellence & Quality
- Confidentiality
- Compassion
- Teamwork & Communication
- Culture of Inclusion
- Respect
- Integrity & Stewardship
Dear Esteemed Nurses,

It is an honor and a privilege to serve this exemplary medical system, one that I do not take lightly. As a physician who trained at Jackson Memorial Hospital, I know the importance of the work we do here.

My vision for Jackson is a simple one: to continue on the path of becoming a nationally and internationally recognized, world-class academic medical system and a provider of choice for quality care. Jackson is the people's hospital. Our goal is to serve our community and our neighbors, and to improve our services to better meet their needs.

However, like many other institutions in the United States this year, Jackson Health System is experiencing an unprecedented financial crisis. As federal, state and local governments try to balance their budgets, we are unfortunately left with less funding support. At the same time, the number of underinsured and uninsured people seeking care at our hospitals and facilities continues to rise.

In order to maintain the viability of the institution, I have been faced with the daunting task of evaluating ways to make the health system leaner and more efficient and, ultimately, finding ways to save money. It has been an extremely challenging task trying to find places to trim, when all the services we provide are crucial to those who need them.

Jackson is South Florida's only academic health system with a public healthcare mission, and we are the primary source of medical care for the poor, underinsured and uninsured. Last year alone, we provided more than a staggering $600 million in charity care, making us the largest charity care provider in the state of Florida. We are also the only facility in the area with specialized centers for complex medical events such as burns, trauma and transplantation.

So throughout all the challenges we have faced and will continue to face, first and foremost we must remain focused on our mission of providing comprehensive, compassionate care. It is the nurse who implements the patient’s treatment, and teaches them how to improve their health. It is the nurse who soothes the fears of patients and families. It is the nurse who embodies the term “compassionate care.”

Thank you for continuing to treat our patients as if they were members of your own family through utilization of the highest standards of professional practice.

Eneida O. Roldan, MD, MPH, MBA
President and CEO
Jackson Health System
Dear Nursing Colleagues,
Since opening in 1918 as the Miami City Hospital, Jackson Health System has grown into a large, multi-campus facility with sites throughout Miami-Dade County. We have more than 3,600 registered nurses working in a variety of environments: an academic medical center, community hospitals, primary care centers, medical nursing homes, mental health facilities, and correctional and school health programs.

We are very focused on providing a high standard of care to our patients, a 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 support that focus. In the following pages you will find representative examples of how shared governance and the Journey to Nursing Excellence have facilitated our 2009 accomplishments, highlighting the enhancement of professional practice.

D. Jane Mass, RN, MSN, NEA-BC
Senior Vice President and Chief Nursing Officer
Jackson Health System

Esteemed Jackson Nurses,
Your caring, professional service to our patients forms the very heart of Jackson Health System. Our corporate mission and vision statements are based on a high standard of quality care. It is a tribute to your calling as a nurse that you provide this quality care every day, not only to your patients but also to their families and your coworkers.

As volunteers to Jackson and our community, my colleagues on the Public Health Trust Board of Trustees and I thank you for your hard work, your sincere compassion and your dedication.

John H. Copeland III
Chairman
Public Health Trust Board of Trustees

My Fellow Nurses,
The JHS Unit Practice Council charter states that shared governance involves the knowledge and practice that demonstrate that “those closest to the point of care know best how to improve the practice environment and patient outcomes.” Jackson Health System has embraced the tenets of Shared Governance, and you have proven it to be true with your stellar projects and outcomes, many of which are presented quarterly at the Shared Governance Coordinating Council (SGCC) meeting. At these meetings, we have seen the other part of the collaborative equation – leadership empowering us to make changes in our practice and in the lives of our patients. Our CNO Jane Mass, RN, MSN, NEA-BC, epitomizes these tenets and has been at the forefront through the Center for Nursing Excellence. We are strong. We have established the foundation to not only contribute to Jackson’s bottom line but to also make a difference at the front line.

Althea Warrell, RN
Jackson South Community Hospital Critical Care Staff Nurse
Chairperson of the Shared Governance Coordinating Council
The Alamo, Dr. Jackson and Dr. Skaggs

The photos of JHS nurse leaders on this page and subsequent pages were taken in the Alamo on the Jackson Memorial Hospital campus. Opened in 1918 as the new Miami City Hospital, the Alamo was the beginning of Jackson Health System and housed many services in its 90-plus years. Employees nicknamed it the “Alamo” because its Spanish architecture reminded them of the original Alamo in San Antonio.

In February of 1979, after two years of fundraising efforts by employees and the community, the building was moved to its present location instead of being demolished to make way for campus expansion.

On this wall near the Alamo’s entrance, there are two paintings. On the left is Dr. James M. Jackson who, as president of the city’s board of health, was given the responsibility of building the new hospital. After his death in 1924, it was renamed the James M. Jackson Memorial Hospital in his honor.

On the right is Dr. Peter Thomas Skaggs, who served 20 years as Jackson Memorial’s first chief of staff. Dr. Skaggs and Dr. Jackson both arrived in Miami in April of 1896 and, for several years, were the only two physicians in town.
JACKSON HEALTH SYSTEM NURSING LEADERSHIP

Sonia Grannum, ARNP, MSN, CCHP, Director of Patient Care Services for Corrections; Christine E. Rosillo, RN, BSN, MBA, NEA-BC, CNO for Ambulatory, Community and Correctional Health Services

Mary-Keen Robinson, ARNP, MSN, Associate Director of Patient Care Services, Mental Health; R. John Repique, MS, RN, NEA-BC, CNO for Jackson Mental Health Hospital

Tracy Lewis, RN, BSN, Director of Patient Care Services, Women’s Hospital Center; Denese McGill-Clare, ARNP, MSN, NEA-BC, CNO for Holtz Children’s Hospital and Women’s Hospital Center; Karen Strauss, RN, MSN, BC, CNA, Director of Patient Care Services, Holtz Children’s Hospital

Kathy Griffin, RN, MSN, Administrator of the JMH Central Staffing Office; Janice Gonzalez, RN, Patient Placement Center Administrator
Front row, left to right: Daysi Quintanilla, MSN, MBA, ARNP, Associate Director of Psychiatric Services; Cary Nieves, RN, BSN, MBA-HA, Chief Nursing Officer; Marlys Yu, RN, Associate Director, Medical/Surgical & Telemetry; Althea Francis, RN, BSN, MSN, Associate Director of Emergency Services & Critical Care

Back row, left to right: Colleen Vargas, RN, BSN, MSM, Associate Director of Case Management; Judy Sledge, RN, BSN, CNOR, Associate Director of Surgical Services; Shannon Kearns, RN, BSN, MSN, Associate Administrator, Quality Management

Front row, left to right: Heidi Utecht, RN, Associate Director of Medical Surgical; Maya Johnson, RN, MSHA, MSN, Associate Director of Women’s; Indra Battle-Triana, RN, MSN, MSM, Chief Nursing Officer; Asad Minhas, RN, CCRN, BSN, MA, FACHE, Associate Director of ICU/Cardiac Cath Lab/Neuro Science

Back row, left to right: Melinda Edmonds-Raines, RN, Associate Director of Emergency Department; Donna Mundy, RN, Associate Director of Labor & Delivery; Giso Johnson, RN, BSN, MBA, Associate Director of Perioperative Services
Seated, left to right: Rosemarie Taylor, RN-BC, EdD, Director of Education and Development; Delia Rudio, RN, Director of Patient Care Services, Jackson Perdue Medical Center; Jane Aversa, RN, BSN, MSN, MBA, CCM, Director of Clinical Resource Management

Standing, left to right: Ann-Lynn Denker, ARNP, PhD, Director, Center for Nursing Excellence; D. Jane Mass, RN, MSN, NEA-BC, JHS Sr. Vice President and CNO; Leah B. Jaffe, MSN, ARNP, Director, Quality and Patient Safety; and Sonia Grannum, ARNP, MSN, CCHP, Director of Patient Care Services, Corrections Health Services

Left to Right: Silvia B. Rodríguez, RN, BSN, MBA-HA, Director of Patient Care Services, Emergency, Trauma & Rape Treatment Center; Lucia M. Benjamin, RN, BSN, MSHA, CCRN, Director of Patient Care Services, Cardiovascular Services; Ric Cuming, RN, MSN, EdD, NEA-BC, Jackson Memorial Hospital CNO; Vilma Ortiz, RN, BSN, MSN, Director of Patient Care Services, Medical-Surgical Hospital Center; Mara Rosalsky, RN, BS, MSN, Director of Patient Care Services, Perioperative Services; and Julie Mann, RN, BSN, MHM, NEA-BC, Director of Patient Care Services, Ortho/Rehab/Neuro Hospital Center

Jackson Health System Nursing Leaders and Chairman of the PHT Board, Mr. John Copeland, III
Shared Governance is the structure that provides nurses and frontline staff with a voice in decision-making in their work area. Shared Governance began with nursing in Jackson Health System because nurses are the largest group of providers at the bedside. It is a leadership style that empowers nurses to have an impact on decision-making for their practice. It is a partnership with the entire health system between those who provide care and those who support it.

**Responsibilities:**
1. To support the JHS vision, mission, and values.
2. To provide the venue for showcasing excellence in nursing and healthcare practice at JHS.
3. To involve JHS staff who provide direct patient care in key meetings.
4. To tell the JHS story in terms of the significant contributions that JHS caregivers provide on an ongoing basis.
5. To recognize extraordinary care.
6. To collaborate with JHS departments to support the professional image of nursing.

**JHS SHARED GOVERNANCE MODEL**

Shared Governance Coordinating Council

- Journey Champions
- Nurses Cancer
- Nursing Standards
- Nursing Research and Evidence-Based
- Quality and Outcomes
- Clinical Educators
- Nursing Informatics

Advanced Practice Nurse
Nursing Theory
Professional Development
Associate Nurse Managers
Nursing Leadership (Nurse Managers/Assoc. Directors)
Nursing Leadership Human Resources

Nursing Workforce including:
- Professional Development
- Workforce
- Performance Management

Practice Councils

- D. Jane Mass, RN, MSN, NEA-BC
  JHS Sr. Vice President and CNO

Direct Reports
- Budget
- Performance Review
- Operations

Interventional Radiology
- Women's Hospital Center
- Jackson Memorial Long Term Care Center
  - 2 UPCs
  - 4 UPCs

Perioperative Services
- Medical Surgical
- Cardiovascular Services
  - 3 UPCs
  - 11 UPCs

Ambulatory Care Clinic
- Jackson South Community Hospital
- Ortho-Rehab/Neuro
  - 4 UPCs
  - 6 UPCs

Corrections Health Services
- Jackson Memorial Puddu Medical Center
- Primary Care Centers
- Holtz Children’s Hospital
  - 10 UPCs
  - 11 UPCs

Jackson Memorial Puddu Medical Center
- Mental Health
- Jackson North Medical Center
  - 4 UPCs
  - 8 UPCs

Steering Councils

Nursing Excellence
Jackson Health System
The Unit Practice Council (UPC) is the grassroots structure of Shared Governance at the unit level. It is interdisciplinary and represents the entire healthcare team. Members may be elected by their peers or volunteer to sit on the council. They meet regularly to assess, plan, implement and evaluate projects related to practice, quality of care provided and staff/patient education. The work of the UPC is about improving the practice environment and is based on evidence. They identify problems, collect data, develop solutions and evaluate outcomes.

The year 2009 closed with 86 Unit Practice Councils in Jackson Health System. Of the 86, five were being reorganized due to organizational changes resulting in unit mergers, closures and consolidations. Overall, most of the changes took place in the Primary Care Centers. Despite the changes and challenges, JHS UPCs shone at Shared Governance Coordinating Council and Steering Council meetings with continued focus on improving patient care and the practice environment. Some areas without UPCs – such as Jackson North Community Mental Health Stabilization Unit and the Cath Lab at Jackson Memorial – saw the emergence of highly functional UPCs focused on decreasing the loss of patient belongings and patient throughput after cardiac catheterization, consecutively. SICU UPC presented best practices at the South Florida Research Consortium Conference on October 16, 2009, after having incorporated the "Scrub the Hub Protocol" from PTSU UPC, and decreasing catheter-related bloodstream infections on their unit. SICU staff demonstrated unity, collaborating with management and staff to decrease unit-acquired pressure ulcers and improve staff morale.

Overall, data analysis revealed that units with UPCs tended to have better outcomes in patient satisfaction, nurse-sensitive indicators and the NDNQI Practice Environment Scale. Two new Steering Councils emerged in 2009: Interventional Radiology and Cardiovascular Services. There were other highlights – The 3rd Annual UPC Summit, the inception of the Shared Governance Leadership Award, the UPC Brochure and a new class, How to Develop a UPC Project. For the first time, a UPC Functionality Measuring Tool, developed by the JHS UPC Coordinator, was utilized to assess the function of the UPCs’ objectively and will become an annual practice. UPCs continue to work on projects with sustainable outcomes and serve as the focus of nurse engagement for outcome improvement on the unit.

How Are UPC Projects Identified?
In the summer of 2009, all the UPC projects in the system were analyzed and found to be aligned with the Jackson Health System pillars of finance, people, growth, quality and the strategic goals of nursing. As a result, JHS Senior VP of Nursing and CNO, D. Jane Mass, RN, MSN, NEA-BC, and our team of CNOs encouraged UPCs to continue to focus on projects that impact these pillars. UPCs stepped up to the plate and implemented projects that resulted in decreased unit-acquired pressure ulcers, improved staff and patient satisfaction while providing education to our staff and patients.

UPC Highlights
Examples of UPC projects include improvement in patient satisfaction, decreasing pressure ulcers, falls, nurse satisfaction, safety, cost savings, decreasing medication errors, infection control and team building. In other news, some UPCs are visible on the Internet from the JHS website.

For more information about UPCs and their projects, please contact the UPC Coordinator, Beverly Fray at bfray2@jhs Miami.org.
Pediatric Transplant Surgical Unit UPC presented their “Scrub the Hub Campaign” at the Feb. 4, 2009, Shared Governance Coordinating Council meeting, designed to decrease catheter-related bloodstream infections. This was a collaborative effort between the UPC and Leslie Smith, MD, medical director of the unit. PTSU’s catheter-related bloodstream infection rate in the first quarter of 2008 was 22 per 1,000 line days, more than four times higher when compared to Pediatric Intensive Care Unit’s (PICU) 5 per 1,000 line days. PTSU is very unique. It is one of the most specialized units in the United States, therefore, no benchmarks exist for this unit. As a result, PICU became its benchmark.

The campaign, “Scrub the Hub,” was launched in August, 2008. A Steering Committee was established to develop the protocols that led to a decrease in the infection rate, once implemented. This was comprised of the nurse manager, Debbie Whitson, ARNP, MSN; attending physician for the transplant team, Dr. Eddie Island; Nurse Educator Evel Michel, RN, BSN; Medical Director Leslie Smith, M.D.; PTSU UPC members (champions) and the PICC line coordinator, John Mason, RN, BSN. PTSU catheter-associated bloodstream infection rate fell dramatically to 3.6 by the 4th Quarter of 2008. As result, PTSU UPC protocols are now being used in the Jackson Health System’s ICUs, and the nursing policy and procedure for the care of vascular access devices has been revised to reflect the new PTSU protocols, with exceptions where necessary.

West Wing UPC at Jackson Memorial Long Term Care Center presented their project “From the Tube to the Mouth” at the Feb. 4, 2009, Shared Governance Coordinating Council meeting. The West Wing UPC, in collaboration with their team comprised of a physician, speech therapist and dietitian, converted a small but significant number of their residents from tube feeding to oral nutrition, restoring their dignity and improving their nutritional status.

This UPC also took their project to the ultimate step of changing organizational policy to reflect criteria for weaning such patients. This initiative resulted in improved the quality of life for the residents and saved substantial amounts of money.
Anesthesia Excellence UPC led a successful project “45 or Better” to reduce the turnover time in operating rooms to lessen the number of surgery delays. This was much needed after 901 out of 1,422 surgery cases were delayed in June 2008. The UPC focus group met for six months to analyze the reasons for the delays and established collaborative processes to facilitate appropriate turnover time of less than 45 minutes (see logo “45 or Better”).

Results: After months of work, the group reported that during the week of March 2-6, 2009, 62 percent of surgery cases were on time, representing a 60 percent improvement after implementation of the UPC project. The UPC will continue to monitor and coordinate the initiative, and their new goal is to have 70 percent of OR cases start on time. Congratulations to the Anesthesia Excellence UPC, other divisional UPCs, their peers and divisional leadership.

Jackson South Community Hospital Emergency Room UPC, led by Trishana McIntosh, LPN, and Andrea Wahler, RN, reported two projects they undertook in the ER to make patients’ experiences faster, increase the number of patients seen and improve patient satisfaction.

The process they implemented was called the “ER (Expedite Rapidly).” This process decreased the wait time in the ER by nearly two hours. The second project related to the same and involved removing one step in the process of a CT scan. The nurse will administer the contrast instead of waiting for the radiology technician to do so. This reduced the waiting time for oral contrast CT scans from 4.2 to 2.6 hours.
Shared Governance Coordinating Council Meeting, July 8, 2009
Jackson South Psychiatric Services UPC (Fantastic Mind Designers), chaired by Dawn Major, presented their project in a very spirited manner. They outlined how they were able to decrease employee injury and use of patient restraints by implementing the “Stop, Look and Listen Protocol” for a pilot period. They developed this protocol based on the integration of strategies found in the literature for crisis intervention. The abstract for the protocol was accepted for a poster presentation at the Barry University Lambda Chi Research Day in March 2009 and by the RNAO (Registered Nurses of Ontario). The UPC also shared their strategies for crisis intervention at the Coral Ridge Senior High School, at the principal's request. They recommended that the protocol be utilized in any area for de-escalation.

Shared Governance Coordinating Council Meeting, July 8, 2009
The DTC Main Operation Room UPC, led by Maria Betancur, RN, and Jennifer King, RN, reported that missing documentation in charts for patients who were scheduled for the OR significantly contributed to delays for daily first cases. These first case delays accounted for more than $300,000 per month. The UPC embarked on this project to save money for the institution, and to improve patient and staff satisfaction. They partnered with other floors (their nurse educators, surgeons and residents) and created the “OR UPC Flash Card.” The Flash Card summarized all the forms that must be in patients’ medical records when they arrive in the Main OR for surgery.

Poster boards were completed by the UPC along with 3x5 laminated cards for each nurse, surgeon and resident in the ICU and on the floors. The UPC began an education campaign in October 2008. By April 2009, first cases started on time 47% of the time, a 61% jump from November 2008 when it was 18%. This represented an estimated savings of approximately $212,584 during this period. Alongside this project, they partnered with some of their vendors, and provided mask and glove holders for the OR to prevent waste, saving about $60,000. They also saved $13,415.08 from December 2008 through April 2009 by placing mask holders strategically throughout the OR, significantly decreasing the average monthly usage of masks.
Shared Governance Coordinating Council Meeting, October 14, 2009

**Surgical Intensive Care Unit (SICU) UPC**, led by Chairperson Andrea Archer, ARNP, MSN, presented their project, “**Decreasing Pressure Ulcers and Catheter-Related Bloodstream Infections.**” The UPC partnered with the wound/ostomy coordinator, Angela Alder, MSN, ARNP, who updated the UPC on unit-specific data including pressure ulcers. The UPC took ownership of the data and embarked on a campaign to decrease unit-acquired pressure ulcers. They surveyed staff about their perceptions and knowledge of pressure ulcer staging. They then educated staff and implemented evidence-based interventions, reducing unit-acquired pressure ulcers to below the national benchmarks. They also reported how they utilized the “Scrub the Hub” protocol, developed by the PTSU UPC, to decrease and sustain low levels of catheter-related bloodstream infections.

Shared Governance Coordinating Council Meeting, October 14, 2009

**Jackson South Critical Care Services UPC**, led by Chairperson Althea Warrell, RN, presented their project entitled, “**The Synergy between Shared Governance and Quality Control – Case Presentation.**” Basically, the project outlined a case study of how the UPC was able to significantly improve certain nurse-sensitive indicators as a result of having the UPC. Having the UPC meant better communication and teamwork among staff, managers, other departments and patients, paving the way for benchmarks below the national averages in several areas such as unit-acquired urinary tract infections, unit-acquired pressure ulcers and catheter-related bloodstream infections.

They also devised the “**First Dose Response Label,**” an initiative to facilitate compliance with documentation regarding the administration of first doses of medications, a JCAHO requirement. Their baseline compliance was below 50% and after a month of implementing the “**First Dose Response Label,**” staff compliance rose to over 90% and was maintained above the 90th percentile.
OTHER UPC HIGHLIGHTS
3rd Annual UPC Chair/Facilitator Summit – Dec. 16, 2009

The Perioperative UPC showcased their project in a DVD focused on educating patients about do’s and don’ts in preparation for surgery. UPC members and their nurse managers demonstrated their acting talents in this DVD.

The Neurosurgical ICU UPC shared their UPC project, which is an informational video explaining to visitors to their unit about what to expect in the ICU. The video featured the NSICU staff members.

SUMMIT SNAPSHOTs!
UNIT PRACTICE COUNCILS

How They Have Affected the “Bottom Line” of JHS

West Wing 11: Good Old Fashioned Turning with a Twist!

The West Wing 11 Unit Practice Council began in the latter part of 2006. It took the group some time to go through the stages of group development to become comfortable with each other. This unit is the “stroke capital” of Jackson Health System, so the patients are at a higher-than-normal risk for pressure ulcer development.

In 2007, their unit-acquired pressure ulcer rate was 33.33 versus 4.27 for the nation. The Unit Practice Council partnered with the staff, their immediate constituent, and their nurse manager, Restita Cueco, to strategize on how to decrease the unit-acquired pressure ulcer rate. It was quite a challenge and required much effort from all parties.

The consensus was to have a toy clock, made out of cardboard, in each patient’s room. Every two hours, music would be played to signal that it was time to turn the patients. Once the turn was completed, the hand on the clock would be turned to the next hour the change was due. All staff members were educated on the change in practice, and their assistance was elicited in the effort. They embarked on the project and saw a steady decline in their unit-acquired pressure ulcer rate. By the fourth quarter of 2008, their rate was 3.22, which is most likely lower than the national mean for units like theirs. That number is not yet available from NDNQI.

It is safe to conclude that WW11 has saved the facility needed resources in so many ways despite the fluctuations seen in the graph below. Nursing hours to take care of patients with pressure ulcers, supplies, and instilling a sense of greatness in the staff to improve clinical practice, is the strength of the Unit Practice Council. It must be noted that this change in clinical practice continues today, verified by the associate manager.

### West Wing 11 Unit-Acquired Pressure Ulcers Quarterly Report

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2009 UPCs and Pressure Ulcers

Patients suffering from strokes are generally at greater risk for pressure ulcers once hospitalized. Equally at risk are the WW11 Unit Practice Council made this their focus more than two years ago, implementing a protocol that played the Birds’ Turn, Turn, Turn song every two hours. All staff immediately turn their patients when the music is played; this is a team effort. Since then their unit-acquired pressure ulcer rates have remained stable and generally below the national mean. Other UPCs that have made pressure ulcers their focus and made a significant impact during the year 2009 are Neurosurgical Intensive Care Unit (NSICU); Medical Intensive Care Unit (MICU); and Jackson South’s 2 North (Medical), 1 West (Medical) and CCS (Critical Care Services).

UPCs drive the effort but it must be noted that decreasing pressure ulcers is a team effort, and so the staff, managers and medical directors for all these units must be commended as a whole.
For the first time, UPC chairs and facilitators nominated managers/nurse managers who best exemplified Shared Governance based on the following criteria:

- Collaboration with Council/members/ANMs to facilitate and promote staff attendance at meetings
- Ensuring that Council(s) receive area-specific data needed for quality improvement projects
- Providing necessary tools/resources to assist Councils in completing quality improvement projects
- Recognizing, respecting and celebrating all accomplishments of the Council(s)
- Serving as a resource to Council members

Colleen Vargas, RN, MSN, Associate Director of Patient Care Services, Case Management, 1 West, Psychiatry

Yves Dehaut, RN, BSN, Nurse Manager Trauma 3-A

Althea Francis, RN, MSN, Associate Director, Patient Care Services, Jackson South ER, Minor Care, Critical Care

Ann-Lynn Denker presents Laura Harris, RN, from Peri-Anesthesia

Melinda Edmonds-Raines, RN, BS, Associate Director of Patient Care Services, JNMC – Telemetry Unit

Isabel Truglio, RT, Manager, Radiation Oncology

Judith Sledge, RN, BSN, Associate Director of Patient Care Services, Jackson South Community Hospital – Perioperative Services

Latoya Lewis-Pierre, RN, MSN, Nurse Manager, MiCU

Marlys Yu, RN, Associate Director, Patient Care Services, Jackson South 2S-2N

- Albert Hernandez, MSN, ARNP- Nurse Manager Trauma Resuscitation Unit
NDNQI® AND JACKSON HEALTH SYSTEM’S FOCUS ON NURSING QUALITY

The Journey toward Nursing Excellence began in 2005 with the formation of a relationship with the National Database of Nursing Quality Indicators®. More than 2,600 JHS RNs broke national records with a 98.5% response rate for the June 2009 RN Practice Environment Scales Survey. The results indicated steady improvement in all indicators for all areas of the hospital system with continued opportunities for improvement.

JHS membership with the NDNQI® program has allowed JHS to focus on improving nursing quality indicators at the unit level. Current nursing quality indicators collected on a quarterly basis include pressure ulcer prevalence; falls; falls with injury; restraint prevalence in all the medical, surgical, rehabilitation and critical care units; ventilator-associated pneumonia; central line-associated bloodstream infections and catheter-associated urinary tract infections in all the adult and pediatric critical care units; and pain assessment, intervention and reassessment in all the pediatric and neonatal units.

The opportunity for JHS nursing staff to compare measures of their unit’s nursing quality against national and state norms enables them to prioritize performance-improvement initiatives and develop quality improvement plans.

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Jackson Health System Celebrates National Nurses Week with the Theme “Relationship-Based Care.”

This year each hospital center chose a Nurse of the Year. L to R: Horace Ellis, MSN, ARNP; Nicole Hunte, RN; Myrna George, RN, BSN; Dilcia M. Palacios, RN; Mercedes Rodriguez, RN, MSN and Donna Mundy, RN
Jackson Health System Celebrates National Nurses Week with the Theme “Relationship-Based Care.”

More than 20 professional posters were displayed in the DTC Lobby for Nurses Week 2009. The majority of the posters came from UPCs highlighting projects they undertook during the past year.

Nurses of the Year with Leadership

Left to Right: John Repique RN, MSN; Denese McGill-Clare, MSN, ARNP; Horrace Ellis, MSN, ARNP; JHS President and CEO Eneida Roldan, MD, MPH, MBA; N. Hunte, RN; Christine E. Rosillo, RN, BSN, MBA, NEA-BC; Myrna George, RN, BSN; Susan Williams, RN, BSN, MBA; Donna Mundy, RN; Dilcia M. Palacios, RN; Indra Battle-Triana, RN, MSM; Mercedes Rodriguez, RN, MSN; Ric Cuming, RN, MSN, EdD, NEA-BC and D. Jane Mass, RN, MSN, NEA-BC, Senior Vice President & JHS Chief Nursing Officer
JHS nurses shared their stories about how they made a difference every day. The nurses were recognized with a certificate and a book, *Healing with the Heart*, personally signed by D. Jane Mass, RN, MSN, NEA-BC, JHS Senior Vice President & Chief Nursing Officer.

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<td>Mary Wyckoff, PhD, ACNP, BC, FNP, BC, CCNS, CCRN</td>
<td>Manager</td>
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<td>Colleen Claffey, RN-BC, MSN, CEN</td>
<td>Educator</td>
<td>Nursing Education ED/ICU, JNMC</td>
<td>Planting The Seed</td>
</tr>
<tr>
<td>Benghie Hyacinthe, RN</td>
<td>Clinical Nurse</td>
<td>West Wing 14</td>
<td>Angela’s Story</td>
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<td>Linda Ordetx, RN</td>
<td>Clinical Nurse</td>
<td>PICU</td>
<td>Everything Happens For A Reason</td>
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<tr>
<td>Edith J. Perez, RN, ANM</td>
<td>Manager</td>
<td>Pénalver Clinic</td>
<td>The Many Faces Of The Homeless</td>
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<tr>
<td>Shawnette E. Patterson, ARNP, MSN, ANM</td>
<td>Manager</td>
<td>Holtz Children’s Hospital - PTSU</td>
<td>Transformed Torpedo</td>
</tr>
<tr>
<td>Midlaine Richard, BSN, MBA/HAS</td>
<td>Educator</td>
<td>West Wing 10 &amp; 14</td>
<td>My Patients Come First!</td>
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<tr>
<td>Marlene Dessources, RN, BSN</td>
<td>Clinical Nurse</td>
<td>Emergency Care Services- Pedi ER</td>
<td>Sometimes It Takes More Than A Village</td>
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<tr>
<td>Lissette Levine, ARNP, C, MSN</td>
<td>Clinical Nurse</td>
<td>Pediatric Neurology</td>
<td>The Time You Have Spent On Your Rose</td>
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<tr>
<td>Mercedes Braithwaite, RN, BSN, MSN</td>
<td>Manager</td>
<td>Newborn Intermediate care Nursery</td>
<td>Overcoming Nurse Burnout</td>
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<tr>
<td>Lorna Bartley, RN, MSHA</td>
<td>Nurse</td>
<td>ERA/ECC</td>
<td>Catch Me Caring</td>
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<tr>
<td>Patricia Calhoun, ARNP, MSN</td>
<td>Practitioner</td>
<td>Taylor Breast Health Center</td>
<td>You Told Me That I’d Be OK</td>
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<tr>
<td>Beth Franco, RN</td>
<td>Clinical Nurse</td>
<td>Rehab 2 Pediatric</td>
<td>Mister “A”</td>
</tr>
<tr>
<td>Rizalina Lagazo, RN</td>
<td>Clinical Nurse</td>
<td>Perioperative Services</td>
<td>Dear Bob</td>
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</table>
2009 Nurse Week Award Winners

Nursing Excellence Awards
The Jackson Scholars Program was the vision of JHS Chief Nursing Officer D. Jane Mass, RN, MSN, NEA-BC, and is a collaborative effort between the Jackson Health System and Miami Dade College. Jackson provides funding for the faculty, and tuition and books for the students.

JHS RN Residency Program

The Department of Education and Development coordinated and managed the JHS RN Residency that prepared 53 new nurses to begin their professional careers in various medical-surgical, critical care, perioperative and emergency care units. The residency, which started in 2008, runs between 18 to 20 weeks in duration, depending on specialty, and incorporates the pre-existing JHS internship programs. In August 2009 the transition was made to the JHS RN Residency Program, which included the addition of a generic pediatric component. We graduated 23 new nurses in December of 2009, which included five pediatric RN residents. The residency programs offer newly graduated nurses an opportunity to transition into their first professional role in a safe and supportive manner. Intensive classroom content, simulation experiences, observational rotations and clinical preceptorship, as well as coaching and support sessions are included.

On June 29, 2009, the 16 participants of the JHS RN Residency celebrated the completion of their 18-week program. This is the 3rd Cohort since the beginning of the program in July 2008.

On Tuesday, Dec. 15, 2009, 23 participants of the JHS RN Residency celebrated the completion of their program. The group included nine critical care interns, three JNMC Emergency Room interns, six medical surgical interns, and five nurses in our first Generic Pediatric Internship.

May 3, 2009, 36 Jackson Scholars graduated the 3rd Cohort from Miami Dade College School of Nursing. A celebration dinner was held in their honor at the Illusions Banquet Hall in Miami.

On December 11, 2009, 25 Jackson Scholars graduated the 4th Cohort from Miami Dade College School of Nursing. A celebration dinner was held in their honor in the Ira C. Clark Diagnostic Treatment Center.
The Professional Excellence Celebration was held in Ira C. Clark DTC 259 on Nov. 16, 2009. Employees representing disciplines and divisions from Jackson Health System were in attendance.

JHS Registered Nurses Who Completed an Advanced Degree

<table>
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<tr>
<th>Last Name</th>
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<th>Certification</th>
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<tr>
<td>Ackie</td>
<td>Rosa</td>
<td>MSN-ED</td>
<td>Joseph</td>
<td>Elizabeth</td>
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<tr>
<td>Alcala</td>
<td>Etelvina</td>
<td>RN</td>
<td>McFarlane</td>
<td>Denise</td>
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<tr>
<td>Allen</td>
<td>Bridgette</td>
<td>MS-HSA</td>
<td>Miller</td>
<td>MaryLou</td>
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<td>BattleTriana</td>
<td>Indra</td>
<td>MSN</td>
<td>Morris</td>
<td>Beverly</td>
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<td>Beharie</td>
<td>D. Anthony</td>
<td>BSN</td>
<td>Noel-Buck</td>
<td>Sherma</td>
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<td>Gloria</td>
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<td>Yanory</td>
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<td>Patterson</td>
<td>Shawnette</td>
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<tr>
<td>Camejo</td>
<td>Rafael</td>
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<td>Perdue</td>
<td>M. Elaine</td>
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<tr>
<td>Celestin</td>
<td>Constance</td>
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<td>Perez</td>
<td>Ivy</td>
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<tr>
<td>Cola</td>
<td>Nadia</td>
<td>Ed.D</td>
<td>Riera</td>
<td>Armando</td>
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<tr>
<td>Cuming</td>
<td>Ric</td>
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<td>Dassass</td>
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<td>Robillard</td>
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<td>Estabillo</td>
<td>David</td>
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<td>Seymour</td>
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<td>Ewers</td>
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<td>Laurel</td>
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<td>Fleume</td>
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<td>Sharrnin</td>
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<td>Frietag</td>
<td>Conchita</td>
<td>MSN</td>
<td>Sterlin</td>
<td>Leslie</td>
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<td>Gentles</td>
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<td>Thalapillil</td>
<td>Jenny</td>
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<td>Gerdus</td>
<td>Marian</td>
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<td>Thompson</td>
<td>Joan Rose</td>
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<td>Gonzales</td>
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<td>Villasuso</td>
<td>Mirella</td>
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<tr>
<td>Graham</td>
<td>Donna</td>
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<td>Wint</td>
<td>Carmen</td>
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<tr>
<td>Griffin</td>
<td>Kathy</td>
<td>MSN</td>
<td>Zamora</td>
<td>Silvia</td>
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<td>Guerrier</td>
<td>Rose</td>
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<td>Shirlene</td>
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<tr>
<td>Johnson</td>
<td>Maya</td>
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<tr>
<td>Jordan</td>
<td>Angela</td>
<td>MSN</td>
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## Congratulations to JHS Nurses Certified in 2009

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<thead>
<tr>
<th>LAST NAME</th>
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<tbody>
<tr>
<td>Alfonso, RN, CRN, CCRN</td>
<td>Jose</td>
<td>Critical Care RN (CCRN)</td>
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<tr>
<td>Blanco, RN, OCN</td>
<td>Marlon</td>
<td>Chemo Certified</td>
</tr>
<tr>
<td>Brown, RN, BSN, CCRN</td>
<td>Kizzana</td>
<td>Critical Care RN</td>
</tr>
<tr>
<td>Claffey, RN-BC, MSN, CPEN</td>
<td>Colleen</td>
<td>Certified Pediatric Emergency Nurse (CPEN) and Nursing Professional Development Board Certified</td>
</tr>
<tr>
<td>Corcoran, RN, CPAN</td>
<td>Elizabeth</td>
<td>Certified Post Anesthesia Nurse</td>
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<tr>
<td>Currie, RN</td>
<td>Doreen</td>
<td>Critical Care RN</td>
</tr>
<tr>
<td>Duplessis, RN, TNCC</td>
<td>Merle</td>
<td>Trauma Nursing Core Course (TNCC)</td>
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<tr>
<td>Exantus, RN, BSN, CCRN</td>
<td>Maude</td>
<td>Critical Care RN</td>
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<tr>
<td>Fong Hong, RN, BSN, TNCC</td>
<td>Lee</td>
<td>Critical Care RN</td>
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<tr>
<td>Francis, ARNP, MSN, CCRN</td>
<td>Margie</td>
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<tr>
<td>Gabriel, RN, BSN, CARN</td>
<td>Candace</td>
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<tr>
<td>Gallant, ARNP, MSN, CCRN</td>
<td>Fanny</td>
<td>Critical Care RN</td>
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<tr>
<td>Geneus, RN, BSN, TNCC</td>
<td>Betty</td>
<td>Trauma Nursing Core Course</td>
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<tr>
<td>Griffin, RN, MSN, CCRL</td>
<td>Kathy</td>
<td>Clinical Care Resource Leader (CCRL)</td>
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<td>Gwendolyn, RN, BSN, CCHP</td>
<td>Mike</td>
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<tr>
<td>Ibay, RN, BSN, CCRN</td>
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<tr>
<td>Jarrett, RN, CPAN</td>
<td>Joanah</td>
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<tr>
<td>Joseph, ARNP-BC, MSN, MPH</td>
<td>Elizabeth</td>
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<td>Kandu, RN, BSN, CCRN</td>
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<td>Linton, RNC-NIC</td>
<td>Angela</td>
<td>Neonatal Intensive Care Nursing (NIC)</td>
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<td>Lowell, RN, BSN, OCN</td>
<td>Kristin</td>
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<td>Luft, RN, BSN, CCRN</td>
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<td>Mosley, RN, CTN</td>
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<td>Patterson, MSN, NP-C</td>
<td>Elaine</td>
<td>Board Certified Family Nurse Practitioner</td>
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<tr>
<td>Perdue, RN, BSN, MS, NE-BC</td>
<td>Cesar</td>
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<td>Perez, RN, BBA, TNCC</td>
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<tr>
<td>Repique, RN, MSN, NEA-BC</td>
<td>Teresa</td>
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<td>Ripoll, RN, BSN, NEA-BC</td>
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<td>Salathe, RN, MSN, CCRN, CNRN</td>
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<td>Semple, ARNP, MSN, CCHP</td>
<td>Sharmin</td>
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<td>Skeete, RN, MSM-HCM, HR</td>
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<td>Strauss, RN, MSN, NEA-BC</td>
<td>Rosemarie</td>
<td>Nursing Professional Development Board Certified</td>
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<td>Taylor, RN-BC, EdD</td>
<td>Barry</td>
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<tr>
<td>Thompson, RN, TNCC</td>
<td>Mary</td>
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<td>Tozzo, RN, MSN, CMSN, OCN, CDE</td>
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<tr>
<td>Varas, ARNP-BC, MSN</td>
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<tr>
<td>Videa, RN, BSN, TNCC</td>
<td>Mirela</td>
<td>ARNP-Board Certified</td>
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</table>
On July 21, 2009, the University of Miami held a Mentor/Mentee luncheon at the M. Christine Schwartz School of Nursing. Nine of the mentors were Jackson Health System nurses recruited by UM. The new program, New Careers in Nursing, is sponsored by the Robert Wood Johnson Foundation and the American Association of Colleges of Nursing. The program provides scholarship and mentorship support to Accelerated BSN students who already had degrees in fields such as international policy and languages, biology, chemistry, special education, health education, psychology, nutrition, foreign languages, and family and community science.

Jackson Memorial Staff Provide Emergency Medical Care during 2009 Presidential Inauguration in Washington DC

JMH staff (nurses, ARNPs, physicians and nurse anesthetists), as members of the National Disaster Medical Service, provided emergency medical care during the inauguration of President Barack Obama in Washington, D.C.

The International Medical Surgical Response Team - South (IMSuRT - South) is sponsored by Jackson Memorial Hospital and Jackson’s Ryder Trauma Center. The IMSuRT - South team consists of physicians, nurses, paramedics and respiratory therapists from organizations throughout South Florida.

In March 2009 Ileana Sanz, MSN, ACNP, BC, and Salma Hernandez, ACNP, BC, were invited by the Dean of the University of Taipei to be ambassadors for the school of nursing in Taipei, Taiwan, one of the largest nursing universities in the world. They shared their knowledge of surgical intensive care and trauma experiences with more than 700 nursing students, nurses, and nurse practitioners. They also participated in the development of the new Taipei Nurse Practitioner National Board Exam. This was truly a wonderful experience to help shape and advance nursing practices internationally. SICU NP group are grateful to the government of Taipei and Jackson Memorial Hospital for supporting this phenomenal international program.
Jackson North Hosts City of Miami Gardens Teen Center Sharing Information & Making A Difference Event on September 28, 2009

Every year Jackson hosts an event for the Miami Gardens Teen Center, which provides resources for teens who are at risk for failing in school. This year 12 teenagers, between the ages of 13 and 15, participated and also toured clinical and laboratory areas. They were chaperoned by Thera Johnson, Nyeisha Rainey and Shakima Batten. The JNMC leadership team encouraged them to stay in school and think about a career in health care.

Smiles Abound at Juvenile Diabetes Walk
Jackson North’s Perioperative UPC participated in the Juvenile Diabetes Walk on March 21, 2009, at the MetroZoo. In true spirit, the team had an exciting time doing one of the things they love to do best: community service.

Susan G. Komen “Race for the Cure”
Jackson North Perioperative UPC

On Oct. 18, 2009, the Jackson North Perioperative UPC, led by Chair Joy Watson, RN, participated in the annual Susan G. Komen Breast Cancer “Race for the Cure.” This UPC participates regularly in many community events.

Jackson North Participates in Health and Wellness Fair

On Nov. 4, 2009, JNMC staff participated in a Health and Wellness Fair sponsored by Goodrich Landing System of Miami Gardens to provide the following services for its employees: blood pressure screening, BMI screening, bone density tests, cholesterol/glucose screening, drunk driving education, fitness screening, foot screening, flu shots and confidential HIV/AIDS testing, among others. This was a collaborative effort between JNMC leadership team and Marvin Cordero, associate administrator, JHS Community Affairs and Outreach.
University of West England, Bristol, England
Jackson Health System hosted two senior nursing students from the University of West England in Bristol. Kimberly Higginbottom and Georgie Gibbings visited our various ICUs, ERs and Trauma Resus to observe healthcare delivery in a variety of environments and to learn about the role of the professional nurse in America.

University Hospital of the West Indies, Mona Campus, Jamaica
Seven student nurses from the University Hospital of the West Indies in Jamaica visited JHS along with their instructor and Critical Care Program Coordinator Lorna Thompson RN, CCN, MScN. The visit, coordinated by Cheryl Furr, RN, from Education and Development, was part of their final course in critical care. Each year, this experience is used as part of the course objectives. The areas visited included NICU, MICU, NSICU, Adult Dialysis, CCU and SICU. Both the students and the instructor were highly complimentary of the manner in which they were received, the willingness of our nurses to share and teach, and our level of technology.

Advanced Practice Nurses from Taiwan Visit JHS
August 24 – 28, 2009
Mary Wyckoff, ARNP, PhD; D. Jane Mass, RN, MSN, NEA-BC; Carmen Costa, ARNP, MSN; and Cheryl Furr, RN, host the nurses from Taiwan. This is an ongoing relationship with the Taiwanese where Advanced Practice Nurses come to JHS to learn from our expertise in trauma and critical care nursing.
Healthy Heart Community Health Fair
JHS Nurse Educators Silvia Suarez, BSN, RN, and Radha Ramjattan, PhD, RN, along with Miami Dade nursing students, reached out to our community as volunteers at a local church’s Family Festival. They organized a health booth around the theme Healthy Heart, and they provided blood pressure screening and educational materials to attendees.

Holtz Children’s Hospital Center Rally for Kids with Cancer Walk-A-Thon
Sponsored By The Cancer Warriors, Saturday, Nov. 7, 2009, at JMH
The Rally for Kids with Cancer Celebrity Scavenger Cup is a fundraising event that helps to raise money for the care of children with cancer and cancer research. To qualify to participate, each team must raise $25,000 or more. The event was a success with over 75 participants from nursing, UM medical doctors, security, respiratory, housekeeping, Karen Strauss (DON, Holtz Children’s Hospital) and Denese McGill-Clare (CNO, Holtz Children’s Hospital) and our colleagues from Jackson South. We had raffles, a silent auction, food, and many giveaway items. The Cancer Warriors exceeded their goal and raised more than the required $25,000.

Jackson Health System participated in FIU’s first annual Celebration of Life Health Fair. The event was held at FIU’s North Campus Stadium on Saturday, Feb 21, 2009. Ambulatory Care Center, (ACC), Jackson North Medical Center (JNMC), and the Injury Free Mobile Unit were on hand to screen attendees' blood pressure, blood sugar, and cholesterol. They also provided health education to the community.
“A Day in the Life of a Nurse”
On November 13, 2009, students from Miami Central and William Turner Technical High Schools participated in Jackson’s annual A Day in the Life of a Nurse event, which was held in the Ira C. Clark DTC. Students partnered with nurses caring for patients during their daily routine and also listened to presentations about some of the things that nurses do. Nurse Educators Michelle Johnson-Chen, RN, BSN, and Guillermo (Billy) Valdes, DNP, RN-BC, CMSRN, coordinated the event.

“A Day in the Life of a Nurse”
Jackson North Medical Center hosted this event under the guidance of Nicole Dieudonne, RN, MSN, associate director of Patient Care Services, and Yolanda Nitti, RN, associate director of Nursing for Women’s Services. The students robed up to observe actual procedures and learned about the hyperbaric chamber and its functions. They were taught CPR and given a lesson in lung function by John Kimble, manager of Respiratory Services. Students had the opportunity to tour the Emergency Room and other hospital departments.

Jackson South’s Annual Community Project Thrive is a collaboration with ARC that targets children who are affected by autism, Down’s syndrome, cerebral palsy, and developmental delays. JSCH collects hundreds of toys for kids at the ARC center in Florida City, which is ARC’s early intervention program for infants and toddlers, aged six weeks through five years, who have developmental and/or physical challenges. This center provides children with a stimulating environment coupled with physical, occupational and speech therapies. Sharmin Skeete, orthopedic technician, the JSCH LINKS UPC recorder, is one of the major coordinators of this event.
Karen Baez, RN, clinical educator in Emergency Services, received a Special Mention Award at the Life Alliance Organ Recovery Agency’s Annual Gala. Karen has supported the Life Alliance mission to save lives for numerous years. She is now making a huge difference in increasing the hospital’s compliance in the emergency room.

Robin P. Varas, MSN, ARNP-BC
The Florida Hospital Association (FHA) chose Robin P. Varas as the FHA Caregiver of the Year for the state of Florida. Robin has been the clinical nurse specialist/ARNP for the University of Miami/Jackson Memorial Burn Center since 1996.

Rosemarie Taylor, EdD, RN-BC, MA
Director of Education and Development
Her manuscript entitled Nurses’ Perceptions of Organizational Supports Needed for Culturally Competent Care was accepted by the Western Journal of Nursing Research in October 2009. She was also selected as one of South Florida’s “100 Most Accomplished Blacks in Healthcare and Law.” The honorees were recognized in an issue of The Global Connection for the Accomplished Profile Directory as well as at a reception in Nov 2009.

Ann-Lynn Denker, ARNP, PhD, was appointed by Florida Governor, Charlie Christ, to the Florida Board of Nursing.

Mercedes Braithwaite, RN, BSN, MSN, associate nurse manager, Newborn Intermediate Care Unit, published an article in the journal, Advances in Neonatal Care. The article, entitled “Nurse Burnout and Stress in the NICU,” discusses the effects of burnout among this population of nurses, its manifestation, and ways in which administrative leaders and individual nurses can offset this phenomenon to improve retention and recruitment rates and deliver safe neonatal care.

John Lowe, RN, PhD, FAAN, administrator at JMH Mental Health published an article in Nursing Forum; Cultural Diversity: The Intention of Nursing. The article addresses cultural diversity progress in nursing and explores behaviors and actions that could enhance the cultural diversity of nursing.
Mary Wyckoff, PhD, MSN, ACNP, BC, CCNS, CCRN, was inducted as a fellow of the AANP (FAANP) on June 20, 2009, during the AANP national conference in Nashville, Tennessee. The FAANP program was established in 2000 to recognize nurse practitioner leaders who have made outstanding contributions to health care through nurse practitioner clinical practice, research, education and policy.

Mary Wyckoff, PhD, MSN, ACNP, BC, CCNS, CCRN, and Douglas Houghton, MSN, ARNP, CCRN, edited a book entitled *Teaching Critical Care - Concepts, Role, and Practice for the Acute Nurse Practitioner*. Mary Wyckoff is the lead ARNP in the SICU, and Douglas is an ARNP in the Trauma ICU.

Carrie Feinroth, RN, MSN, was the winner of the 2009 Greater Miami Chamber of Commerce Health Care Heroes Award in the Nurse category. Carrie championed a long-term project to expand and renovate the PICU to better meet the needs of critically ill patients and make it more family-friendly. Carrie drove the renovation that now includes private rooms for each patient, shared living areas for parents with a kitchen and shower, play areas for siblings, a computer room, and a private room for parents to speak to physicians. As a result of her dedication, two special operating rooms were created adjacent to the unit along with a cardiac catheterization lab. She also led the way for the establishment of the unit’s pediatric bereavement team.

Shawnette Patterson, ARNP, MSN, was awarded a *Humanitarian Public Service Award* from Kidcare Nursing Services.

Conchita Freitag, RN, MSN, BSC, was awarded a *special nursing scholarship* in memory of Joyce Galya, who served as director of the corporate fundraising arm of UM for nearly three decades. The scholarship recognizes her passion for the university and deep personal commitment to improving the life in South Florida through education.
Pedi ER received the *JHS Achiever Award* for the month of January 2009 for compassion and teamwork.

JMH Burn Team’s project “Burns and the Microwave” *won 1st place* at the Annual American Burn Association Meeting in San Antonio, Texas. The poster will be utilized throughout the year in burn prevention and awareness activities in the hospital and in the community.

*From left to right above:* Leda Borges, MSW; Susan Tankel, Case Manager; Dr. Nicholas Namias, Burn Center director; Olga Quintana, ARNP; Doris Braddy, RN, clinical educator; Sonia Eason, RN; and Robin Varas, MSN, ARNP-BC

Jackson Memorial Hospital is the only hospital in the Southeastern United States using clinical microdialysis in its neuroscience intensive care unit. The NSICU nursing team is excited to have this cutting-edge neuromonitoring available in its spectrum for nursing care. Patients with subarachnoid hemorrhage (stroke) and traumatic brain injuries are already benefiting from the technique.

Microdialysis is used to measure cerebral metabolism and allows neuroscience clinicians the ability to identify changes in brain chemistry before clinical symptoms are present. Identifying such problems in advance gives caregivers an opportunity for earlier intervention and prevention of secondary brain injury. The data retrieved from the monitoring is used to evaluate treatment measures and make clinical decisions.
Jackson North Medical Center Receives Another Stroke Certification
Jackson North Medical Center has been certified as a Primary Stroke Center by The Joint Commission, a recognition given to hospitals with programs that follow national standards and guidelines that can significantly improve the outcomes for stroke patients. This is the second such recognition Jackson North has received. Earlier this year, it was designated as a Primary Stroke Center by the Florida Agency for Health Care Administration (AHCA).

“We are extremely proud of this special certification and view it as evidence of the continued growth of Jackson North and expansion of its capability to provide specialized medical services to the residents of north Miami-Dade County,” said Sandy Sears, chief administrative officer of Jackson North.

Ryder Trauma Center at the University of Miami/Jackson Memorial Medical Center Received Recognition in South Florida Hospital News, May 2009
Established in 1992, the world-renowned Ryder Trauma Center is the only certified Level 1 adult and pediatric trauma center in South Florida, and one of only three freestanding facilities in the United States designed from the ground up as a trauma center. Each year, the center treats more than 4,000 patients, including over 300 burn patients, making it one of the busiest trauma centers in the nation. The center is also a worldwide leader in the treatment and research of trauma, and serves as a role model for other communities. It is the only training center for Army medical field personnel before they are deployed. Ryder participates in several local community programs such as Stop the Violence School Program. There are five UPCs in the Trauma Center: Trauma 3A, Trauma Resus, Trauma Burn, Trauma 4 Rehab and TICU. The Trauma Center leadership style is Shared Governance through the collaboration and staff and management in UPCs.

Jackson Is Awarded the BD Safety Recognition Award in Oct. 2009
BD Diagnostics-Preanalytical Systems presented Jackson Health System with the BD Safety Recognition Award. This award has been designed to recognize healthcare institutions across the country that are committed to providing a safer environment for their healthcare professionals through the use of BD safety-engineered devices and programs.
Our sincere thanks to all the people who have contributed to and worked on this report and the previous ones during the last two years.

- D. Jane Mass, RN, MSN, NEA-BC, JHS Senior Vice President and Chief Nursing Officer
- Sandra Benitez, Graphic Designer, JHS Education and Development
- Pat Morrissey/Havlin, Publication Specialist, Public Relations
- The Center for Nursing Excellence (Ann-Lynn Denker, ARNP, PhD, Director; James Nicholson, RN; Beverly Fray, RN, MSN, APRN-BC; and Cheryl Gabriel)
- Peter Raposo and Jose DeLeon, UM Biomedical Communications
- JHS Print Shop

We at the Center for Nursing Excellence would like to extend our most sincere gratitude to Peter Wood, vice president of programs and community investment, Health Foundation of South Florida, for their financial support and logistical guidance during this part of our journey.

Ann-Lynn Denker, ARNP, PhD, director, and Beverly Fray, RN, MSN, APRN-BC, UPC coordinator, met with Mr. Wood to discuss the final report for the grant entitled, A Fresh Start for Nursing, which concluded on July 31, 2009. This grant supported Jackson Health System’s shared governance effort and our journey toward Magnet designation. Mr. Wood was pleased with the report and, despite the fact that we have not yet achieved the designation, he was pleased that we have sustained our efforts and continue on the journey.

We are also most appreciative of R. Kirk Landon, president of the Kirk Foundation as well as president of the Kirk A. and Dorothy P. Landon Foundation and a valued director of several boards. Mr. Landon not only supports worthy cultural, social and healthcare initiatives but also provides the many organizations he funds through his private foundations with the benefit of his vast business experience. He is a mentor like few others and those who pay heed certainly benefit. Mr. Landon has also provided the Center for Nursing Excellence with a grant to pursue Magnet designation.
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