Vanderbilt Nursing Report

SPOTLIGHT ON NURSING
We provide excellence in healthcare, research and education. We treat others as we wish to be treated. We continuously evaluate and improve our performance.

GUIDING PRINCIPLES FOR THE NURSING BYLAWS

1. All patients are entitled to safe, effective, evidence-based nursing care.

2. Nursing care of the patient is enhanced by use of an evidence-based care delivery system tailored to the uniqueness of each patient and provider.

3. The continuing measurement, evaluation, and improvement of nursing practice are essential to the provision of safe, effective, evidence-based nursing care.

4. The patient is best served by the nursing staff’s collaboration with other hospital staff, participation in educational and research programs, and use of evidence-based practice.

5. All nursing staff are accountable for our mission of continuous quality improvement, patient safety, customer satisfaction, and cost effective, evidence-based, value added care.

6. Patients are best served in a healthcare environment that fosters learning, stimulates professional growth and promotes nursing research and innovation in nursing practice.
DEAR READERS,

High-quality nursing care is a moving target. It is a continual process of listening to patients, assessing their needs and developing further improvements. At the same time, the complexity of patient care is increasing and the health care delivery landscape is changing.

Despite the fast pace, we pause this year to spotlight our accomplishments and share our outlook for the future. It’s in that spirit that I invite you to review our key Vanderbilt University Medical Center Nursing benchmarks contained in this report for fiscal year 2010.

The satisfaction of our patients remains very high. Our nursing satisfaction survey scores are also strong and our retention rates are higher than the national average. Our improvements in quality and safety are showing indicators of success and our nursing research efforts are poised for growth. We earned status as a Magnet organization four years ago, and are preparing for our second designation in fiscal year 2011.

This year, we also unveiled a new VUMC Nursing Strategic Plan – three specific goals that will position us well for the future. We are committed to transforming health care delivery to ensure highly reliable and personalized care. We want to lead the nation in producing evidence that will drive nursing practice. We want to have an infrastructure to develop transformational leaders, who will lead during a time of health care reform and transition.

These goals and many milestones along the way are only possible because of our talented and dedicated force of Vanderbilt nurses. I see the commitment of our nurses played out every day in a variety of settings, and of course, most profoundly through much community service during the tragic Nashville flood this spring.

Together, we work toward the common goal of transforming patient care through professional practice.

Sincerely,

Marilyn Dubree, MSN, RN, NE-BC
Executive Chief Nursing Officer
We are committed to providing patient-centered, high-quality and cost-effective nursing care for all of our patients and families.

With more than 4,000 nurses located at our two main campuses – Vanderbilt University Medical Center and Vanderbilt Health One Hundred Oaks – and our extended network of clinics throughout the region, we are the largest workforce at Vanderbilt and work collaboratively as members of every health care team.

We believe nursing is an applied art and science. The focus of our professional practice is to assist individuals, families and communities in achieving optimum health and well-being. We do this as professional nurses providing assistance in preventive health care and education, and facilitating recovery and continued support through illness, disability and end of life.

Vanderbilt nurses are some of the most experienced in the region. As the graphs on the following page show, 68 percent of our nurses have more than five years of experience in the workforce and more than 65 percent hold bachelor’s or advanced degrees in nursing.
Years in practice

- 15% 20-30 years
- 27% 10-20 years
- 17% 5-10 years
- 19% 2-5 years
- 10% 1-2 years
- 3% less than 1 year
- 1% 40+ years
- 8% 30-40 years

All above figures are as of June 2010.

Nursing Education Preparation

- 52.52% BSN
- 12.95% MS
- 30.88% ADN
- 3.40% Diploma
- .25% PhD/DNP

All above figures are as of June 2010.
NURSING EDUCATION

We believe nursing is about supporting personal growth and grooming future nursing leaders.

The world of nursing is about change – increasing acuity and complexity of our patients and evolving health care delivery. VUMC nurses are empowered to follow their interests and supported by a variety of initiatives aimed at having some of the most knowledgeable and well-prepared nurses in the country. We have career ladders and advancement programs that prepare new leaders – LPNs and RNs – to take on growing roles. We set high standards for our nurses because what enriches an individual also enriches our culture.

Tuition Assistance Benefit
We believe learning never stops. That’s why VUMC Nursing has a long-running commitment of supporting individuals pursuing nursing degrees – in many cases all tuition costs are funded by VUMC. In addition to encouraging the pursuit of ADN, ASN, BSN and MSN programs, we recently started offering tuition assistance for those pursuing their PhDs and their Doctor of Nursing Practice degrees. All in all, we supported a total of 1,020 semesters/quarters of education among approximately 450 nurses this year.

100 Nurses achieved RN3 or RN4 Clinical Advancement

43 Nurses participated in the Center for Frontline Nursing Leadership

All above figures are for FY 2010.
PATIENT SAFETY AND QUALITY

We are guided by a philosophy that recognizes the inherent worth, dignity and uniqueness of every individual.

Our nurses accept the challenge of providing high quality nursing care as integral members of the health care team in a complex and dynamic health care environment and collaborating to ensure patient care is coordinated and comprehensive. This is our calling.

Patient safety initiatives are under way in areas such as catheter-associated urinary tract infection, falls and pressure ulcer prevention, medication events and hand hygiene. We are engaging our patients and their families to partner with us and communicate more effectively to achieve the highest level of care— together. As a result, we have revamped our patient handbook to better reflect family involvement and developed family-initiated rapid response call systems.

The Surgical Intensive Care Unit received the Beacon Award for Critical Care Excellence.

Patient safety ad campaigns

VUMC has fostered a culture of safety among health care providers, patients and families. The posters and advertisements shown here, and created by the Medical Center, illustrate how we educate and involve everyone in quality initiatives.
We are committed to providing an environment that continually seeks to improve delivery of patient care, facilitates rapid changes in practice, and encourages flexibility throughout all levels of care providers.

Outpatient clinics in the Vanderbilt Medical Group are undergoing extensive redesign to address access issues with much success. Changes include new scheduling templates, better pre-appointment coordination and a more organized call management system. We have piloted a nurse triage option in three of our clinics resulting in 8,700 patients who have opted to speak directly about their care with a nurse as the point of contact.

**VMG Clinic Redesign Focus**

We want to improve the process of health care from first contact through follow-up in an effort to save our patients time and energy while continuing to offer quality care.

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CRITICAL CARE TOWER

In November 2009, Vanderbilt opened the Critical Care Tower, a 329,000-square-foot addition to Vanderbilt University Hospital that houses 12 new operating rooms and 102 patient beds in the medical, surgical and neurological intensive care units.

The $169 million expansion meets an ever-increasing demand for inpatient bed and surgical services while combining the human touch with the latest technology to care for Vanderbilt’s most critical patients.

Nurses were consulted at every step of planning and construction. Patient rooms, which average 320 square feet, were designed in an innovative three-zone layout giving the staff, patient and family members their own dedicated zone. Documentation space is significantly expanded with a computer by each bedside and an alcove between every two rooms with a computer and window for patient observation.

The tower was also designed with nurse wellness in mind. Each unit has three bariatric rooms equipped with ceiling lifts that will allow staff to move heavy patients ergonomically. There is also a quiet room with plush furniture on each unit that nurses can use as a retreat for stress relief.
We create an environment that fosters effective communication at all levels, recognizes nursing staff for excellence in clinical practice and promotes the recruitment and retention of clinically competent staff.

Trends are positive with retention increasing to levels above national benchmarks, and turnover dropping to levels below national benchmarks.

We believe excellence in nursing practice is enhanced by leadership that listens. We use results from our satisfaction surveys to focus on areas for improvements, adjustments and to get more clarification. Our participation rates are high because year after year, our nurses see how their comments are recognized and applied into daily practice.

2009 Staff/Faculty Survey results

- More than 3,000 Nurses Participated
- Scores in all dimensions were above national survey norm comparison and magnet hospital norm comparison
- Overall job satisfaction was 86%

All above figures are as of August 2010.
We understand that the transition from nursing student to professional nurse is challenging.

High turnover rates for new nurses is a national problem. Turnover rates are as high as 35 percent to 60 percent throughout the country.

We created the Nurse Residency Program in 2006 to help new graduates ease into their new role through didactic sessions and hands-on clinical training, all under the support of our experienced nursing staff.

These new nurses will develop into members of Vanderbilt health care teams who are dedicated to patient safety and quality improvement.

The statistical results help tell the story of how VUMC attracts the very best candidates from across the nation twice each fiscal year. We work closely with them every step of the way to make their academic education come alive in the clinical setting. The program has made a significant impact that saves valuable training resources and helps each individual achieve the highest safety standards.

Last spring, 571 nursing students from 28 states and 73 nursing programs applied for 162 residency slots in the summer 2010 cohort.
We believe in shared governance, a dynamic staff-leader partnership that promotes collaboration, shared decision-making, accountability for improving quality of care and patient safety, and enhancing work life.

We do this in three important ways: setting goals and measuring performance, following a standard of professional and personal behavior and building a practice environment that supports staff to grow and act on behalf of their patients, and make a difference.

We also welcomed executive leaders to Vanderbilt University Medical Center in strategic roles, and many of our nurses and nursing leaders were recognized within the VUMC community and nationally.

- Avni Cirpili, MSN, RN, from Ohio State University’s Harding Hospital, became the chief nursing officer for Vanderbilt Psychiatric Hospital in Spring 2010.

- Margaret Head, MSN, MBA, RN, chief operating officer and chief nursing officer, The Vanderbilt Clinics and Vanderbilt Medical Group, was the first nurse named to the American Medical Group Association’s Board of Directors.

Top: Donna Williams, MSN, RN, NEA-BC, Interim CNO, Monroe Carell Jr. Children’s Hospital at Vanderbilt

Bottom: Karen Hughart, MSN, RN, Director, System Support Services Vanderbilt University Hospital

Both received the VUMC Five Pillar Leader Award for their excellence and balanced approach.
We believe research is a vital component for the advancement of clinical practice.

Systematic evaluation of the effectiveness of nursing practice helps improve patient care and expands nursing knowledge for all.

We have made nursing research a priority at Vanderbilt by empowering nurses to ask questions and building an infrastructure to help explore the answers. Annually, we sponsor a VUMC Nursing Research Fellowship and throughout the year, host research poster presentations. In 2010, we launched the Nursing Research website to provide further research support and consultation to nurses.

Additionally, VUMC nurses are involved in several multisite studies. They are making significant contributions to the body of knowledge this year in acute pain management in surgical patients, measuring pain in Pediatric Acute Care Unit patients, reducing the number of falls in post-epidural patients, effective pain management for adolescents with depression, how to better address the needs of prolonged NPO patients in the Emergency Department, and reducing the likelihood of patient harm with anticoagulation therapies in Vanderbilt ambulatory clinics and the efficacy of a telephone nurse triage system.

**EVIDENCE-BASED PRACTICE AT WORK**

63
External and internal poster presentations

23
Publications by nurses

25
Nursing research fellowship members

$104,900
Nursing grants awarded

All above figures are for FY 2010.
VUMC nurses stepped into the spotlight last fall and this spring in Nashville when they starred in “Hey Florence!” – a musical reflecting the day-to-day life of nurses. One part of VUMC Nursing’s many nurse wellness initiatives, the play was produced by Vanderbilt’s Office of Cultural Enrichment in collaboration with director Craig Christie. The 60-minute musical highlighted the courage, humor, hopes, needs and frustrations of today’s nurses that audiences found meaningful and enjoyable. Christie wrote the musical based on stories told by Vanderbilt nurses and his own experience shadowing them throughout their workday. An encore performance took place during Nurses Week 2010, and the cast also took the show on the road to hospitals in New Jersey and New York, with more to come.
GOALS OF THE 2009-2012 STRATEGIC PLAN FOR NURSING

PERSONALIZED PATIENT HEALTH CARE MODEL
Transform the way in which health care is delivered in order to ensure highly reliable personalized care, taking advantage of the capabilities and unique contributions of the entire care delivery team.

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EVIDENCE-BASED PRACTICE AND EFFECTIVE PROCESSES
Lead the nation in producing evidence that will drive nursing practice, recognizing and legitimizing the evolution of knowledge in a rapidly changing environment. Create passion and discipline for the translation of evidence into practice that will optimize patient outcomes.

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TRANSFORMATIONAL LEADERSHIP AND PROFESSIONAL DEVELOPMENT
Provide current and future health care leaders and care providers the environment, tools, evidence and skill development to lead during a time of health care reform and transition.