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NURSING ANNUAL REPORT

VA SALT LAKE CITY HEALTH CARE SYSTEM

47,754

**UNIQUE PATIENTS CARED
FOR AT VASLCHCS**

VA Salt Lake City Health Care System
served over 47,000 Veterans in over
600,000 outpatient visits and over 33,000
bed days of care.

AD message

MESSAGE FROM THE ASSOCIATE DIRECTOR FOR PATIENT CARE SERVICES

Sheila Stovall, MNA, RN
Associate Director for Patient Care Services

I am pleased and honored to introduce the 2011 annual report for the Nursing Service of VA Salt Lake City Health Care System (VASLCHCS) that highlights the many accomplishments of our nursing staff. This is our first Nursing Annual Report, designed to honor you, our nurses. You are integral to the success of VASLCHCS and this report is just a glimpse into the passion you have for your profession. It also gives testimony to your commitment for living out our Core Values; Integrity, Commitment, Advocacy, Respect and Excellence ("I CARE").

VASLCHCS has earned the reputation for excellence, in large part, because of your dedication to nursing, education, quality, compassion, and for living out the mission of serving those who have served.

Guided by our core values and our key drivers: to provide safe, high quality patient care, provide care in a fiscally responsible manner, be an employer of choice and maintain mutually beneficial community affiliations, we remain committed to achieving high quality outcomes and excellent customer satisfaction. This could

not be accomplished without the dedicated, caring employees who deliver quality care on a daily basis.

In October 2010, the Institute of Medicine's (IOM) landmark report "The Future of Nursing: Leading Change, Advancing Health" was published. Since then, we have been asked to explore the nurse's role and how it must evolve to meet the challenges of current and future quality care expectations. You have exceeded my expectations and I am confident that we will continue to develop and lead the way for others in our community and across the entire VA system.

Because of you, our Veterans, families, nursing students, community partners, and others have benefited from the work you are doing to care for our nations heroes. I am grateful and I thank you.



Sheila Stovall



leadership

NURSING LEADERSHIP



Shella Stovall, MNA, RN, NE-BC

Associate Director, Patient Care Services

Shella Stovall graduated with a Diploma in Nursing from Newman Hospital School of Nursing. She received a Bachelor of Science of Nursing (BSN) degree at Westminster College. Later she completed a Master of Nursing Administration (MNA) degree at the University of Phoenix. Currently, Shella is working on a Doctorate of Healthcare Administration.

Shella is a member of the American Nurses Association (ANA), Nurses Organization of Veterans Affairs (NOVA), American Organization of Nurse Executives (AONE), and Sigma Theta Tau International Honor Society of Nursing. She is also American Nurses Credentialing Center (ANCC) certified in Nursing Administration and holds a voluntary adjunct faculty appointment at the University of Utah.

Her clinical experience includes acute medicine, dialysis, and primary care. She left the VA for four years to gain experience and exposure in the business world. However, her passion for nursing and caring for Veterans led her right back to the VA.



Lisa Jensen, DNP, APRN

Deputy Nurse Executive

Lisa Jensen obtained a Bachelor of Science of Nursing (BSN) degree from South Dakota State University; a Master of Nursing (MN) degree from Texas Woman's University; and a Doctorate of Nursing Practice (DNP) from the University of Utah. Her first nursing position was a staff nurse position at a community hospital in South Dakota. She then worked as a staff nurse and a nurse manager at a university hospital in Texas.

Lisa started her VA career at VA Salt Lake City working as a Psychiatric Clinical Nurse Specialist in the emergency department, and later in an outpatient mental health clinic. She was the Associate Chief Nurse in mental health for a number of years. Lisa has been the Deputy Nurse Executive for approximately three years. In that role, she is Director of the VA Nursing Academy and the Post Baccalaureate RN Residency Program, as well as Magnet Program Director and the VA Nursing Outcomes Database (VANOD) Coordinator.

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VASLCHCS NURSING

STAFF CARE

FOR OUR VETERANS

Nurses and nursing staff are the front line in patient care and strive to make a positive impact in Veterans' lives. Nearly 500 nurses and nursing staff serve Veterans at VASLCHCS

challenge

VA NURSING STAFF ARE UP FOR THE CHALLENGE

Service members have a long-standing tradition of carrying a special coin symbolizing unit identity. With bonds forged in battle thousands of miles from home, these custom coins bearing their own revered symbols and mottos capture the essence of their affiliation and fierce pride. The tradition of challenge coins can be traced to World War II when American forces deployed to the far reaches of the globe securing the nation's freedom.

Just as a motorcycle is not merely a means of transportation, a challenge coin is not merely a token. A challenge coin is a tangible source of pride for warriors at every level in the chain of command.

VA Nurses understand the significance of tradition and innovation. We honor our nurses commitment to serve our nation's heroes with special significance. VA Salt Lake City Health Care System's "Caring Is Curing" challenge coin is awarded to nurses who have gone above and beyond the call of duty in caring for Veterans.



POST BACCALAUREATE RN RESIDENCY PROGRAM

The program will allow the practice of the trainees to evolve from that of an entry-level, advanced beginner nurse to the practice of a competent professional nurse.

The 2010 Institute of Medicine report “The Future of Nursing” stressed the importance of transforming nursing practice in order to improve health care for the nation. The report made eight recommendations concerning nursing education and the practice of nursing including implementation of nurse residency programs for newly-graduated registered nurses. In the fall of 2011 the VA Office of Academic Affiliations announced a request for facilities to submit applications for RN residency programs. VASLCHCS was selected in April 2012 to serve as one of five VA facilities for a Post Baccalaureate RN Residency Program. The VA Office of Academic Affiliations will provide funding for six RN residency trainee positions. This program is a partnership between VASLCHCS and the University of Utah College of Nursing.

The RN residency program will appoint the first cohort of trainees in September 2012. The trainees will be selected through an application process, involving a selection committee. Positions will be open to BSN graduates throughout the United States. The purpose of the Residency Program is to offer a differentiated general residency for recent baccalaureate degree graduates to assist in the transition to their first professional role. The program will allow the practice of the trainees to evolve from that of an entry-level, advanced beginner nurse to one of a competent, professional registered nurse. The program will be 12 months in length.



The residency program is based upon Benner’s Theory of Novice to Expert. It will implement the Commission on Collegiate Nursing Education (CCNE) curriculum requirements for RN residency programs. The trainees will be assigned a mentor who will advise and guide them throughout the residency program. They will also work with designated preceptors on the various units to which they are assigned. Monthly seminars will be held for participation of the trainees, incorporating interdisciplinary experiences into the training. The outcome of the program will be a group of recent graduates prepared for a successful nursing career.

EVIDENCE-BASED PRACTICE

The EBP committee is transitioning to the Evidence-Based Practice Council as part of the restructuring of Shared Governance.

The Evidence-Based Practice (EBP) Committee has been busy this past year preparing for their transition to the Evidence-Based Practice Council as part of the Shared Governance Restructuring. Meeting monthly to develop their goals and by-laws, the committee was also devoted to gain a better understanding of evidence-based practice and how to improve the healthcare delivery at VASLCHCS by implementing an evidenced-based practice at the bedside.

With the help of Nicolette Estrada, ACNS-Research and Chair of the EBP, an online journal club was formed which gave the committee and nursing staff the opportunity to become more educated. Members of the committee also shared their newfound knowledge with their peers; working together, they found opportunities to make evidence-based changes in their unit/clinic.

EBP at the VASLCHCS

- Prevention of catheter-associated urinary tract infections through improvements to the documentation system, education, presentation, and reminder strategies.
- Improvements to delirium assessments in the ICU
- Five nurses submitted abstracts for an EBP/Research conference, and were selected for poster presentations.
- Mandatory Skills now has a table dedicated to educating nursing staff on EBP.

“Evidenced Based Practice Creates an environment of inquiry in which all nurses apply the best available evidence to improve healthcare delivery and outcomes throughout the VA.” – VA Office of



UNIT HIGHLIGHTS AND ACCOMPLISHMENTS

Emergency Department

- 23,000 ED visits FY 2011
- 56% of total hospital admits were ED patients
- ED admission rate of 15.4%
- Average length of ED stay was 3 hours 13 minutes
- Successfully implemented the Emergency Department Information System (EDIS)
- Kevin Foy, RN and Anne Beck, RN presented Best Practice Poster at the 6th Annual Nursing Research Conference in October 2011: Fall Prevention Strategy in Emergency Departments
- Kevin Foy, RN recognized as an outstanding student nurse teacher by VANA in May 2011

Inpatient Mental Health Unit

- Planning for our unit expansion with our move in date March 2012
- Began integration with SARRTP. IPU's UEC, ward clerk and Assistant Nurse Manager covers both SARRTP and IPU

TIP Line

- The TIP line maintained an average abandonment rate of less than 20%
- Wait times average less than 4 minutes
- Incorporated the new VA wide telephone triage software known as Veterans Health Gateway (VHG)
- Successfully implemented the Telephone Record Management System with 100% of the calls being logged into this system resulting in a record that allows for tracking of calls based on location, provider and nurse

- The TIP staff provide excellent customer service from 8 seasoned and highly-experienced nursing staff
- These nurses manage up to 200+ symptom based and nursing related calls daily

Anticoagulation Clinic

- Two clinics- West Valley and main facility
- 1,300 patients enrolled and receiving anticoagulation care from throughout the region
- Up to 70% of patients within therapeutic range
- Monthly anticoagulation class provided for up to 25 veterans

Acute Medicine

- 17 nationally certified
- Reduction in codes
- Currently doing mock code drills to better prepare and train nurses for emergent situations
- Reduction in falls

Operating Room

- Relocated to 4 newly remodeled operating rooms
- All OR staff have learned to use the integrated imaging equipment
- Hired 3 RNs and 1 ST
- Looking forward to opening 2 more ORs in August 2012

Telehealth

- Took part in and (passed with flying colors) the national CCHT Telehealth Conditions of Participation site review

- SLC continues to lead the VISN in overall Telehealth encounters and utilization
- Areas of growth in SLC Telehealth include: the Telemental Health Hub, to provide evidence-based therapy for PTSD and substance abuse treatment; SCAN/ECHO & eConsults to include tele-pain management, tele-endocrinology, Tele-women's OB/GYN care, Tele-pharmacy, Tele-chaplain, Tele-pulmonology, Tele-nephrology, Tele-cardiology, Tele-general & plastic surgery, Tele-musculoskeletal/rheumatology, and women's tele-surgical care; all are in various stages of development

Home Based Primary Care (HBPC)

- Pam Jones, HBPC Program Assistant, was the Recipient of a George E. Wahlen service award
- Lori Davis RN was the recipient of the HBPC "Star" award for the 2011 Nurse's Week
- Cindy Sutter, APRN completed the inaugural training program at the University of Chicago and received her Fellowship in Bioethics Consultation, which will result in enhanced ethics consultation services at VA Salt Lake City Health Care System
- Larry Dixon, APRN was the recipient of the 2011 Nursing in Excellence Award for an RN in an Expanded Role
- Larry also chaired a national workgroup tasked with recommending workload and productivity standards for all HBPC's
- HBPC completed a Healthcare Failure Mode Analysis identifying and managing patients at risk for suicidal behavior
- Began new initiative to improve advanced illness planning among HBPC veterans
- HBPC served as a training site for geriatric fellows and medical, social work, occupational therapy, and psychology interns

Surgical Intensive Care Unit

- Three RN's receiving their CCRN: Craig Sandberg, Margo Crookston and Katharine Harris
- Joy Bell Burke, RN staff nurse on the Hazmat Team receiving a certificate for Core disaster Life Support

- Jenny Czekalski and Don Sorensen received Star Awards 2011
- Kember Pollington received an award for excellence in clinical skills certificate after being chosen from the students of the Vanard program
- Todd Wheeler, RN staff nurse was nominated by the University of Utah Nursing students at "Honors for Nursing", receiving the "Dare to Care" award at a formal dinner

Cardiology

- Hired 1 full-time NP (Sandy Schmitz), and 1 part-time PA (Karen Berry) to Cardiology
- Hired 1 full time RN to the Cath/EP lab – Mato Davis
- Upgraded the EKG MUSE system, moving from paper system to computer for interpretation, access, etc.
- Changed the process for Comp/Pen patients to get echocardiograms done within 30 days or less, improving the Performance measure and decreasing patient wait times
- Improved the coding process for echo patients, especially inpatients, thereby increasing revenue and capturing workload more effectively
- Improved process for Nuclear Medicine stress tests by having patients consented, pre-screened the day before procedure by a mid-level provider, and having a protocol established with Lexiscan. These changes have decreased procedure time and side effects
- Changed process for arrhythmia device interrogations from paper to pdf files in vista imaging



Specialty Clinics

- Precepted seven Medical Assistant students through their final clinical rotation/externships
- Supported administration of 2010-2011 Influenza vaccine with over 600 vaccines given

Ambulatory Medicine Unit

- Two nursing staff received national certifications- Laurie Stoneburner (Ambulatory Nursing) and Ewa Izydorczyk (Gerontology and Hospice/Palliative Care)
- Nursing staff continued to care for wide variety of patients requiring chemotherapy, blood transfusions, immunizations, wound care, outpatient infusions, and same day procedures
- Collaborated with Hematology/Oncology, Pain/Palliative Care, and Renal outpatient clinics to provide patient care
- Successfully implemented IntelliDose® (phase one of chemotherapy software implementation)
- Successfully completed GEMS inspections focused on chemotherapy administration and disposal

Internal Medicine Clinics

- Nursing staff continued to oversee outpatient clinics for the following services: Cardiology, Heart Failure/Transplant, Arrhythmia, Endocrine, and Rheumatology
- Successfully implemented injection process in Allergy clinic

Surgical Clinics

- Nursing staff continued to oversee outpatient clinics for the following services: Urology, General Surgery, Vascular Surgery, ENT, Ophthalmology, Orthopedics, Orthopedic Spine, Neurosurgery, Podiatry and Dermatology
- Successfully relocated Podiatry clinic to the ground floor

- Successfully implemented new RN Care Coordinator positions in Orthopedics, Ophthalmology and Urology

Women's Clinic

- Welcomed new Obstetrics/Gynecology Physician in August 2011
- Monitored approximately thirty women Veterans for maternity/prenatal care in the community
- Fully-integrated full time RN Care Coordinator position
- Implemented PACT teamlets

Dialysis

- New state-of-the-art water treatment system
- Computer software system (CP Hemo) in use - - this connects our dialysis machines to CPRS for exact timely documentation of treatment
- Review of long-term care plans and transplant work-ups discussed monthly in interdisciplinary meeting
- 38 policies/procedures updated
- SharePoint started for dialysis unit. All policies, procedures, rounds, and communication are found on this site. Staff can review this data from everywhere in the hospital
- New software in place that monitors vascular access pressures. The information allows the vascular team to intervene before an access fails
- Safety needles in use on all patients

Same Day Surgery

- PACU Obstructive Sleep Apnea Protocol Development and Implementation
- SCIP Measure Beta Blocker compliance 93%
- Chemotherapy Disposal Protocol Development and Implementation

VA SALT LAKE CITY NURSING ACADEMY



VASLCHCS Nursing Academy was started to enhance the clinical experiences of students by providing additional experiences in ambulatory care, outpatient clinics, and will utilize community-based clinics for future program growth.

The Academic Partnerships Program enables stronger, mutually beneficial relationships between nursing schools and VA facilities. This medical center is presently affiliated with the University Of Utah College Of Nursing. This partnership is focused on:

1. Expanding faculty and professional development
2. Increasing nursing student enrollment, primarily in baccalaureate programs although some increases in graduate programs may also occur
3. Providing opportunities for educational and practice innovations
4. Increasing recruitment and retention of VA nurses due to enhanced roles in nursing education

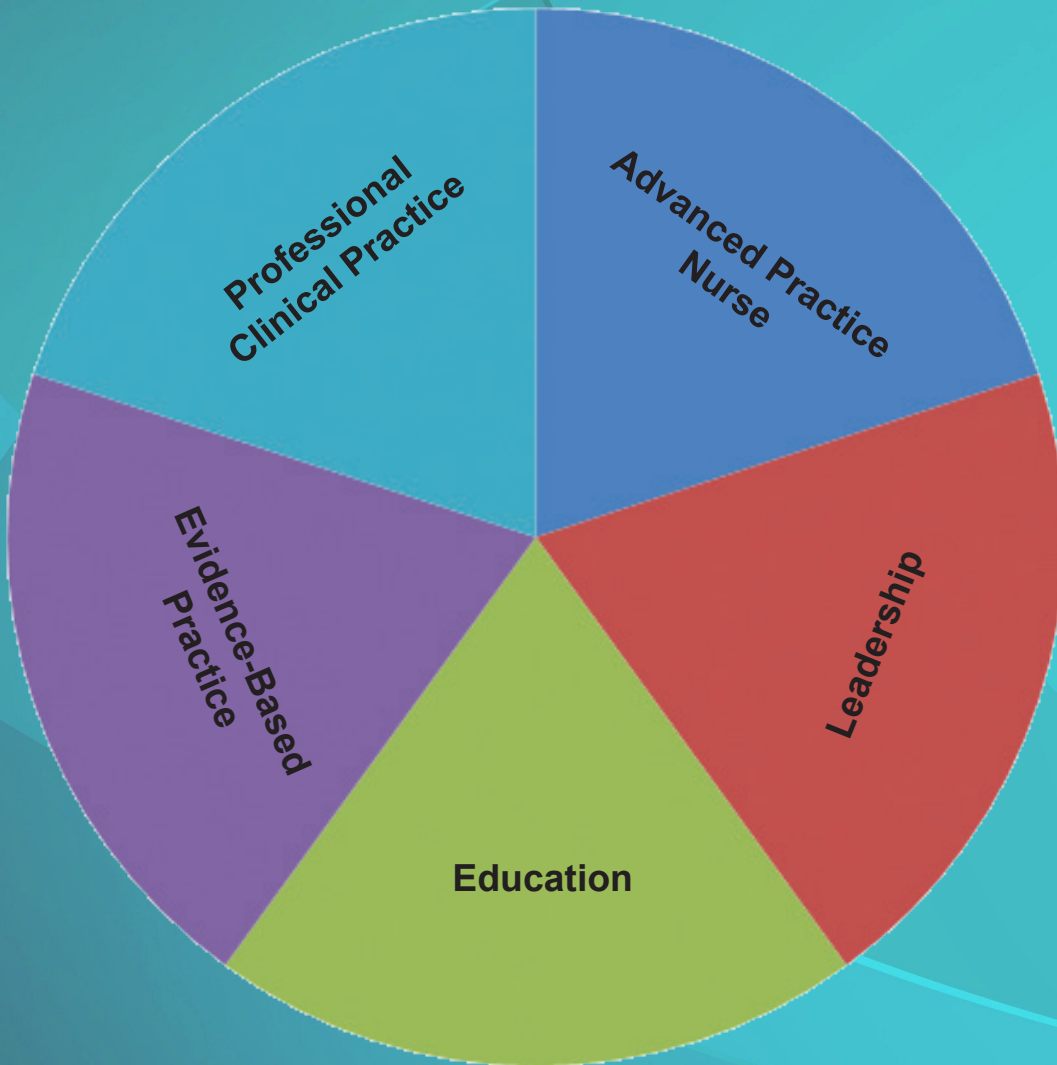
VASLCHCS Nursing Academy (VANA) was started to enhance the clinical experiences of students by providing additional experiences in ambulatory care, outpatient clinics, and will utilize community-based clinics for future program growth. Placement opportunities will be available during “traditional” clinical hours. Currently the VA Nursing Staff provide clinical education to 32 of the 64 students enrolled in the Nursing program. During each year, students are offered the opportunity to apply for the VANA program. Applicants submit resumes to be part of the eight-student VANA cohort. Three of their clinical rotations are on site at VASLCHCS.

They also participate in academic service learning by volunteering at the Utah State Veterans Nursing home 25 hrs per semester (a nice relationship). Four of the VANA students were selected to present a poster at the National Gerontological Nursing Association (NGNA) October 13-16, 2011 in Louisville, KY.

The VANA staff is also responsible for operating and maintaining a simulation lab on site in the medical center for all health care staff and students coming to the medical center. True to our goals, we do hire graduates; this year two were selected from the University Of Utah College Of Nursing, along with other nursing students.

At present, VANA has four full-time clinical faculty. They will be instituting an RN Residency Program (see page 8).





governance

VA NURSING SHARED GOVERNANCE

VASLCHCS nurses continue working to reform and revitalize the infrastructure for shared decision-making through a shared governance model.

The four most common models from the literature were selected as potential models. The Councilor, Administrative, Congressional, and Modified Network models were researched by the Magnet Steering Committee (MSC). After review and discussion, the administrative model was eliminated. The MSC devised a plan to educate staff and call for a vote from staff to select the preferred model. Information was sent to all nurses through group e-mail, posters describing the models distributed, and talking points developed. The vote was held in January 2011. The Councilor Model received the majority of the votes and was announced in May, 2011 during Nurses' Week events.

The Councilor Model served as the basis for transitioning current nursing committees such as Professional Practice, Clinical Practice, Quality Improvement, Education, and Evidence Based Practice into 5 distinct Councils. A Coordinating Council was formed to serve as the central council for communication among the councils, coordination of activities, facilitating efforts through collaboration, seeking resources, and promoting leadership support at the organizational level.

The five Councils are:

- Professional Clinical Practice
- Evidence-Based Practice
- Education
- Advanced Practice Nurses (APN)
- Leadership

By-laws were written for each council and as 2011 closed, the councils were preparing to finalize by-laws and elect officers for each council. The MSC strategic plan included formalizing a nursing professional practice model to improve the organizational infrastructure and promote nursing professionalism. The Professional Practice Committee assumed the task to select a nurse theorist that served as the foundation for VASLCHCS nursing practice. After review and discussion, the committee selected 2 nursing theories that closely corresponded to current nursing philosophy. Jean Watson's Theory of Caring and Nola Pender's Health Promotion Model were determined to be equally good fits for this organization. A subcommittee was formed and the group combined the two into a cohesive framework. The sub-committee submitted an abstract to a local Research/EBP Council which was accepted for a poster presentation. Through the upcoming year, the professional practice model will be promoted and presented to all VASLCHCS nurses.

80,000

VA NURSES IN 698

DIFFERENT CITIES

ACROSS THE NATION

VA Salt Lake City employs nearly 500
nurses and nursing staff and nearly 1,800
total medical care FTEE

recruiting

VA NURSE RECRUITING

Top-notch nurses equals top-notch patient care. VA employes over 80,000 nurses in 698 different cities across the nation.

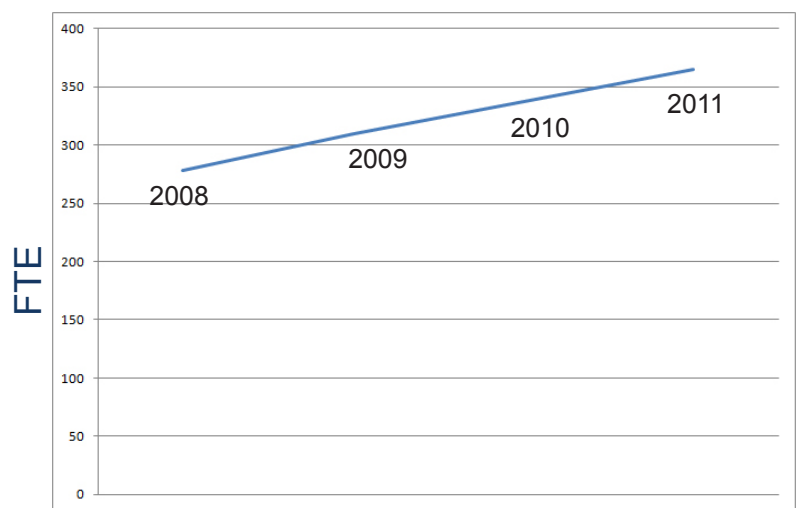
VA is the largest employer of nurses in the Nation, with more than 61,000 RNs, APNs, LPNs/LVNs, and nursing assistants. VASLCHCS employes nearly 500 nurses and nursing staff. Once you join a VA facility, you'll be immersed in a nursing experience unlike anything you've ever experienced before.

VA nurses are at the bedside and in outpatient clinics working with the entire patient care team to deliver quality care. They are also developing patient safety initiatives, conducting research to evaluate and improve care delivery, and taking on leadership roles to help guide the next generation of nurses.

VASLCHCS is just as committed about meeting its nurses personal and professional needs as they are in taking care of our Veterans. VA nurses benefit from a wide range of federal employee benefits to suit your life. These include:

- Locality pay system for RNs, with appointment based on credentials and experience
- Recognition for professional achievement
- Educational opportunities for professional growth and development
- Tuition Support/Reimbursement for nursing education
- 26 days paid annual leave per year (RN)
- 13 days accrued sick leave per year
- 10 paid federal holidays per year
- 15 days military leave per year
- 20% an hour shift differential for evenings and nights (RN)
- 25% an hour weekend premium
- Choice of health insurance plans
- Fitness Center with pool
- Uniform Allowance
- Free Parking
- Child Care Center
- Transit Benefit Program
- Licensure in any state, territory, or commonwealth considered
- Thrift Savings Plan

VASLCHCS Growing Opportunity and Increase in Patient Care



Direct Care RN FTE

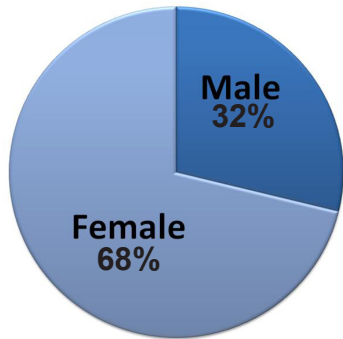
7.64%

DIRECT CARE RN STAFF GROWTH 2010-2011

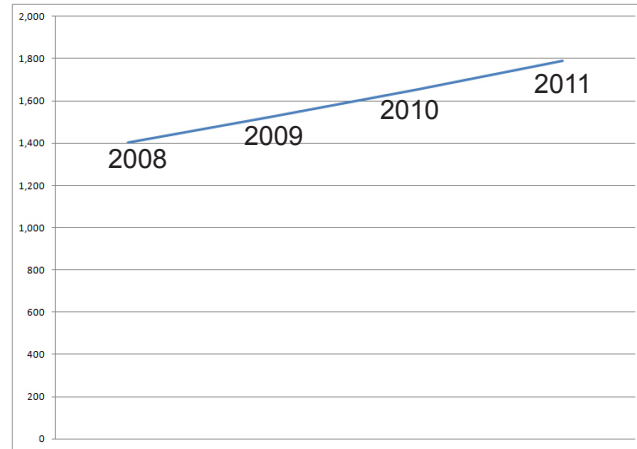
Providing top notch care means providing adequate resources. Direct care RN FTE grew 7.64% from 2010 to 2011. As demand for care grows, we are steadily increasing the size of our staff.

key facts

DEMOGRAPHICS AT A GLANCE

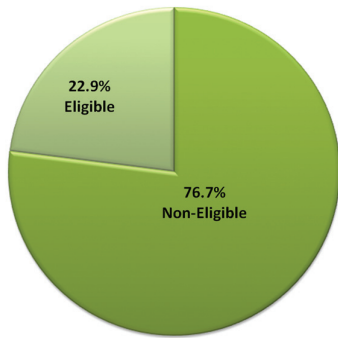


Gender

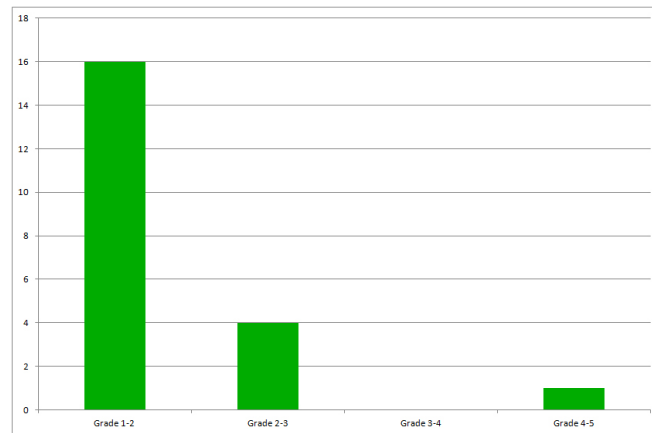


FTEE

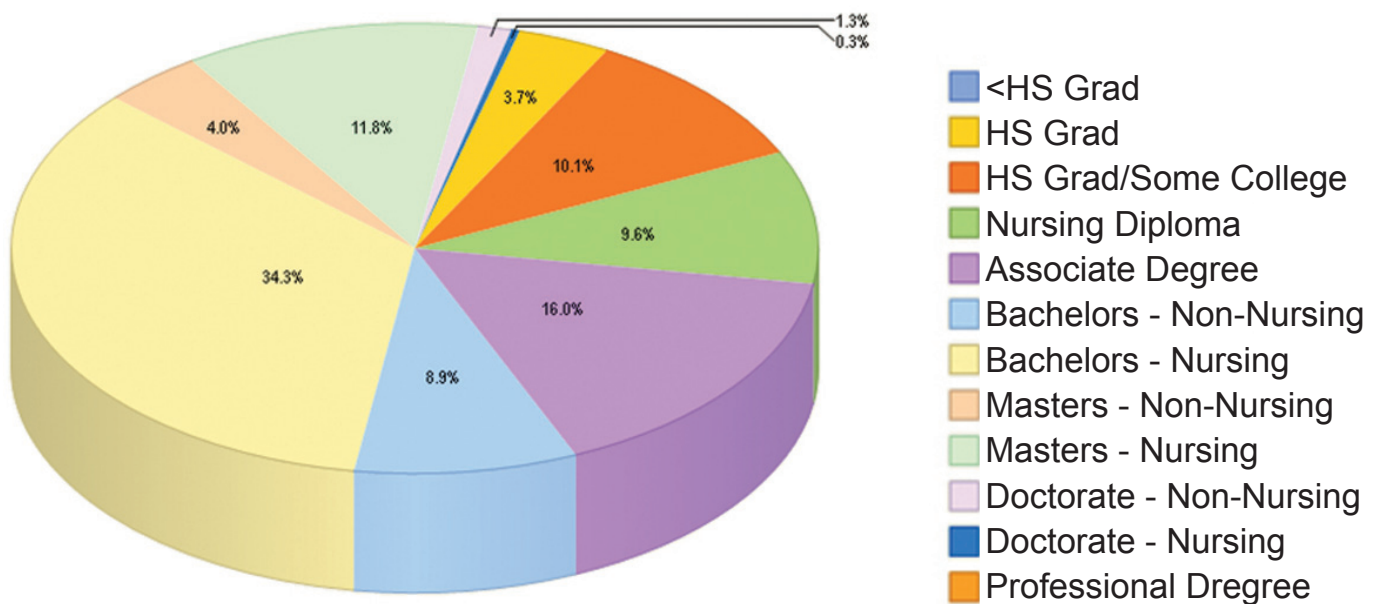
Total Medical Care FTE



Retirement Eligibility



RN Grade Increases



Education Levels of VASLCHCS Nurse Workforce



VA
HEALTH
CARE

Defining
EXCELLENCE
in the 21st Century