



# SHARED GOVERNANCE

2016-2017 NURSING ANNUAL REPORT

*Shaping the future of healthcare in the Four States through  
innovative, evidence-based quality patient care*



## Table of Contents

Message from the Vice President  
of Nursing Services  
PAGE 2

Shared Governance Model & Overview  
PAGE 3

Hospital-Based Councils  
PAGE 4

Unit-Based Councils  
PAGE 5

Celebration of Nursing Staff  
PAGE 6

Nurse Recognition – Employee of the Month  
PAGE 7

The Advancing Professional Program  
PAGE 8

TAPP 2016 Qualifying Nurses  
PAGE 9

Specialty Certifications  
PAGE 10

Renovations Completed in 2016  
PAGE 11

Quality/Safety  
PAGES 12-13

Lean Six Sigma  
PAGE 14

Shared Governance Wants You  
PAGE 15



## Message from the Vice President of Nursing Services

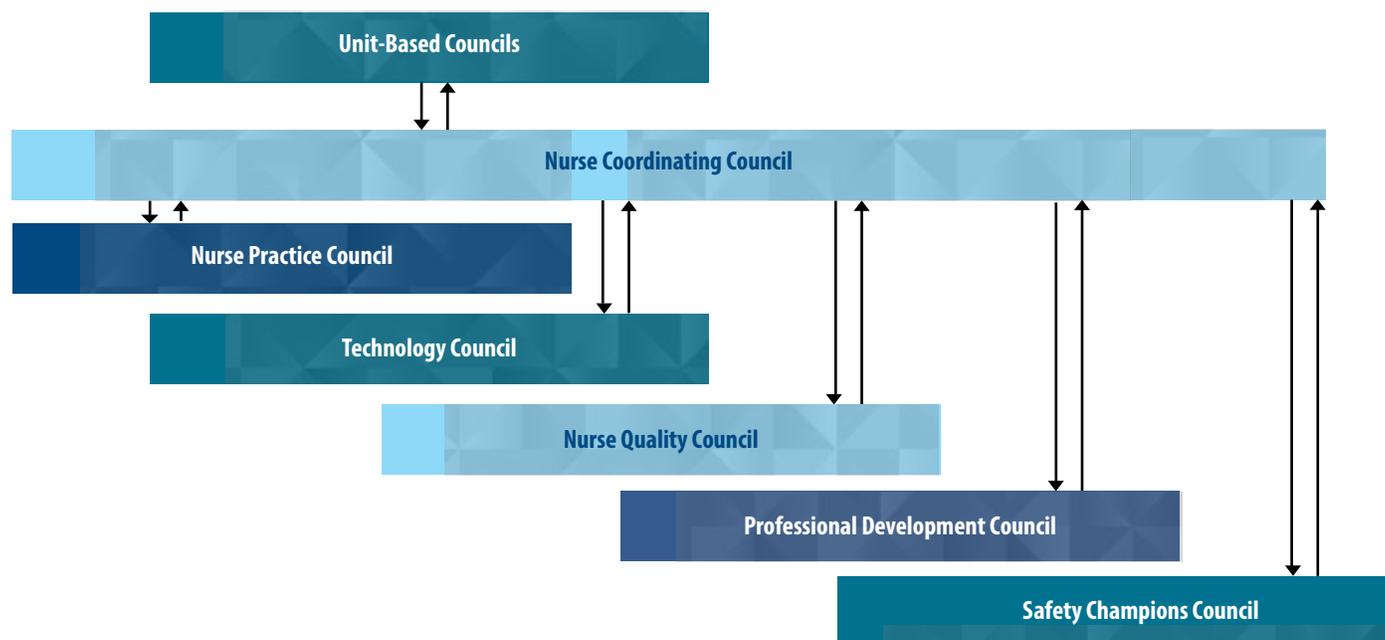
The following pages provide a small glimpse into the amazing work that has been completed by our bedside nursing teams and nursing leadership over the past year and a half. Through active participation in Shared Governance, we have continued to see significant improvements in the quality care and service provided to our patients. During this time, the nursing division developed the vision of “Quality, compassionate, safe care. EVERY patient. EVERY time.” This vision has been the focal point of every initiative and activity that has taken place.

As healthcare continues to grow more complex, Freeman Health System continues to step up to the challenge to ensure we meet the needs of our community. The clinical expertise brought by team members combined with the perspectives and insight of new team members allow us to continually evaluate processes and procedures to ensure we are truly the best place to give care and the best place to receive care. As a team, with the continued support of Freeman Senior Leadership and the Freeman Board of Directors, we will continue to excel to new heights in the coming year!

April Bennett, MSN, RN  
Vice President of Nursing Services  
Freeman Health System

## Shared Governance Model

A variety of models for Shared Governance exist. These include the Practice Model, in which all disciplines participate; the Unit Model, which comprises independent units; the Research/Development Model; and the Councilor Model, driven by nurses. Freeman uses the Councilor Model, as illustrated below.



## Shared Governance Overview

Shared Governance gives nurses a voice to help them achieve the ownership and the motivation necessary to provide the best patient care, which improves patient and staff satisfaction simultaneously.

Shared Governance provides a structural model to help the bedside nurse work collaboratively with nursing leaders, giving them an equal voice in decision-making processes. It empowers nurses to take the lead and creates a decentralized method of decision-making. This empowerment allows nurses to control the content and implementation of their practices and outcomes.

For nursing staff, participation in Shared Governance means making a commitment to improving Freeman for staff and patients alike. Many benefits throughout Freeman have occurred in the last year because nursing staff have been empowered to take the lead, contributing to increased quality of patient care and improved outcomes.

### Shared Governance Benefits:

- Shared responsibility and accountability at all levels
- Improved quality of care, resulting in increased patient satisfaction and improved outcomes
- Equally shared power, authority and decision-making
- Increased staff motivation
- Increased sense of ownership by nurses
- Nurse empowerment
- Development of new knowledge and skills
- Increased employee satisfaction, which helps with recruitment and retention

## Shared Governance Hospital-Based Councils

### Nurse Coordinating Council

- Provides leadership and direction to all councils
- Serves as a clearing house for issues
- Disseminates recommendations for action to the appropriate council
- Provides final approval for all nursing council recommendations

### Nurse Practice and Safety Council

- Implements and maintains standards of clinical nursing practice and patient care
- Reviews standards of practice, researches material relating to specific healthcare issues and reads articles about evidence-based practices
- Implements and sustains processes and programs focused on safety to ensure exceptional care for our patients and our clinical team members
- Reviews precautions and protocols, like the heparin protocol, to improve clear communication among team members and improve safety for our patients
- Serves as a nursing peer review team

### Nurse Quality Council

- Compliance with system policies and procedures
- Making recommendations to enhance continuous quality improvement and safety
- Developing action plans in collaboration with other councils to ensure quality patient outcomes

### Technology Council

- Ensures technology and computerization meet the demands of the nursing staff
- Maintains a focus on the health system's conversion to a new health information computer platform by playing an instrumental role in training and providing on-site help with the transition

### Professional Development Council

- Focuses on recruiting and retaining nurses, demonstrating appreciation to nurses and providing education on best practices
- Organizes an Employee of the Month program for the nursing units
- Supports The Advancing Professional Program (TAPP)
- Develops education to support professional development of nurses

***New in 2017!***  
**Nurse Tech Council**



*“The councils empower the nurse to be a part of the change process, making Freeman the safest, best place to work. Each nurse within our system brings a unique perspective, experience and skill set. The councils allow these nurses to come together and discuss solutions using technology, peer review and best practice research. With this comes enhancement and growth within the nursing profession.”*

Kelley Miller, RN, NICU Charge Nurse



***“Nursing is not for everyone. It takes a very strong, intelligent and compassionate person to take on the ills of the world with passion and purpose.”***

**Donna Wilk Cardillo, nurse,  
humorist, author**



## Shared Governance Unit-Based Councils

Through the Shared Governance Councilor Model, each nursing unit or group of nursing units has a Unit-Based Council that works to develop, trial and implement initiatives specific to their unit and patient population. These Unit-Based Councils continue to provide great ideas and improvements in practice, such as, but not limited to:

- Sustainment of safety initiatives
- Improvement of staff morale and satisfaction
- Increased communication between bedside nursing staff and leadership
- Stronger focus on patient safety
- Improvement of patient flow through high-volume areas
- Revision and creation of multiple policies, procedures and order sets for various clinical areas
- Updates to the orientation guidelines for new employees
- Development of mock bed alarms to improve response time to patients in need
- Selection and implementation of new white boards for updates to patients, families and visitors
- Education to patients regarding the process of “time outs” in surgical areas
- Implementation of numerous ideas from staff (Bright Ideas program), which improve processes and save time
- Organization of rooms and carts to make supplies more accessible to staff and decrease cost for supplies not routinely used
- Development and implementation of debriefing huddles after patient falls, and “code falls” to educate team members on steps to prevent falls

These are only a sampling of projects that have been successfully developed and implemented through the Shared Governance Unit-Based Councils. Comments from staff about “having a voice in the decisions” and “seeing perspectives from all of the different departments” also continue to demonstrate the success and benefit of Shared Governance. Freeman has seen improved staff morale and satisfaction, increased communication between bedside nursing staff and leadership and a stronger focus on patient safety. The teams have also strengthened relationships with other disciplines through recognition and team-building work groups.



***“As nurses, we are always looking for a way to improve how we take care of our patients. Shared Governance is how the frontline staff can be directly involved in practice improvement at Freeman.”***

**Rosie Hubbard, RN, BSN, Medical/Oncology Assistant Director, Advisor to Practice Safety Council**

## Celebration of Nursing Staff

### *Celebrate & Retain*

#### *DAISY Award*

Anyone can nominate a Registered Nurse for The DAISY (Diseases Attacking the Immune System) Award, an international recognition program that honors and celebrates the skillful, compassionate care nurses provide every day. Three nurses each year, chosen from nominations, receive gifts including a box of cinnamon rolls and a DAISY pin to wear.

#### *A Night of Entertainment - Celebrating Freeman Nurses*

In 2017, Freeman Health System held its second annual Celebrating Freeman Nurses event. Attendees enjoyed red carpet photos, a nationally recognized speaker, dinner, an awards ceremony and more. Funds raised support the Nursing Education Fund.

#### *Quarterly Night Shift Celebrations*

In an effort to ensure our night-shift nursing team members feel valued and appreciated, leadership hosts quarterly night shift celebrations such as serving pancakes and fruit, giving out door prizes, and making taco salads and desserts.

#### *Nurses Week*

Nursing leaders focus on recognizing and showing appreciation to the nursing teams. Some methods of recognition include taking the time to personally thank team members for their efforts, passing out chocolate or candy, or hosting events such as "A Day of Pampering" or an ice cream social.

#### *Online Recognitions*

Online recognitions are submitted to recognize nursing team members for their focus on quality, safety, teamwork or ownership.

#### *Hand-Written Thank You Cards*

Thank you cards are mailed to employees' homes for National Nurses Week and Nursing Assistant Week to recognize them for their hard work and teamwork.

#### *Graduate Nurses Party*

Freeman Health System hosts a graduation party for soon-to-be registered nurses. The event offers prospective nurses a chance to meet Freeman nursing leaders, learn about career opportunities at Freeman and participate in open interviews.

#### *Employee Engagement Meetings*

Employee engagement meetings offer an opportunity for bedside team members to share and receive feedback. Team members throughout the health system recognize the value of these employee engagement meetings in building strong, trusting relationships.

## Recruitment

#### *Nursing Expo*

In an evening filled with networking, prizes and open interviews, interested nurses are able to learn about the many career opportunities Freeman has to offer at the annual Nursing Recruitment Expo.

#### *First Impressions*

In order to welcome new team members to the Freeman family, nursing leaders attend the General Hospital Orientation, held every two weeks.

#### *Panel Interviews*

With a focus on recruiting the very best applicants by enhancing the interview process, graduate nurses have the opportunity to sit down with nursing leaders and bedside team members from several areas to learn more about the departments, teams and expectations.

#### *Nurse-Focused Scheduling Software*

The implementation of new scheduling software allows nursing team members to electronically sign up for shifts, communicate with nursing leaders or request off certain shifts from work or home. The new software also allows a more proactive approach to evaluating staffing needs of the departments.

## Nurse Recognition – Employee of the Month

The Shared Governance Employee of the Month program began in February 2012 to reward Freeman nursing staff for exemplary service. While the program promotes participation in Bright Ideas, peer recognition, service recovery and discharge phone calls, it also encourages excellence in attendance and recognizes those who set a shining example for their coworkers through daily exhibition of the Freeman Five-Star Promise traits – communication, compassion, ownership, professionalism and teamwork.

Each nursing unit encourages its staff members to nominate fellow caregivers as Employee of the Month. Nominations, based on the Five-Star Promise, include descriptions of how the employee excels in practice. Submissions from each unit go to the Shared Governance Unit-Based Council, which selects the Unit Employee of the Month. Each Unit-Based Council sends its Employee of the Month nomination to the Professional Development Council for further review and consideration for Hospital Employee of the Month honors. The council members anonymously evaluate all submissions and choose the Hospital Employee of the Month based on the descriptions provided and how well the candidates meet the nomination criteria. Caregivers receive recognition at both the unit and hospital levels. Those chosen as Unit Employee of the Month receive recognition from the Hospital-Based Council and the unit's nursing leadership. One caregiver receives recognition as Hospital Employee of the Year, an honor presented by nursing leadership.

### 2016 HOSPITAL EMPLOYEE OF THE YEAR

Chris Valdivia  
*Float Pool*



HOSPITAL EMPLOYEE OF THE MONTH	
March 2016	Chris Valdivia Float Pool
April 2016	Matt Francisco Operating Room
May 2016	Mandolin Smith Emergency Department
June 2016	Missy Farmer Admitting/Discharge
July 2016	Marisa Hughes Orthopaedics
August 2016	Lam Nguyen Float Pool
September 2016	Bonnie Hardin Birthing Center
October 2016	Cindy Watson Nursing Resources
November 2016	Bonnie Hardin Birthing Center
December 2016	Chris Stalling Float Pool
January 2017	Angela Letts Operating Room
February 2017	Stacie Dunbar Emergency Department
March 2017	Connie Stephens Ortho/Neuro



## The Advancing Professional Program

The Advancing Professional Program (TAPP) was born at Freeman from collaboration between Shared Governance clinical staff and members of the administrative team. TAPP is an exciting opportunity that encourages professional development through continuing education, community service, active participation in Shared Governance and a commitment to the health system through involvement in process and quality improvements. Providing a shared method of investment to nurses and the health system, TAPP ultimately improves patient care and the nursing culture.

Nurses participating in TAPP may progress through three levels of advancement – Clinical Nurse I, Clinical Nurse II and Clinical Nurse III. At each level, the nurse is rewarded and recognized for his or her commitment to Freeman, the nursing profession, the community and patients. Those demonstrating the commitment it takes to apply, gain acceptance and progress through the program receive rewards. These include hourly increases in wages – \$1.75 for Clinical Nurse I, \$2.50 for Clinical Nurse II and \$3 for Clinical Nurse III.

Please note – this program is not like the clinical ladder from days past. TAPP is very competitive, highly selective and challenging. It promotes high-quality bedside nursing care by rewarding those who continually strive to be the best of the best.



*“To me the most important thing about Shared Governance is that it allows the frontline staff to have a say in the changes that will affect them the most. It also serves as an avenue for them to bring potential problems forward. This allows everyone to work as a team to come up with creative solutions to help solve those problems.”*

Jeremy Jones, Cardiology/Critical Care Services Director, Advisor to Quality Council

## TAPP 2016 Qualifying Nurses

### Level I

Samantha Adams	Birthing Center	Debra Miller	OCA/PACU
Kristi Barchak	Mother/Baby	Lauren Mitchell	ED
Heather Brannin	Birthing Center	Dot Nicolas	Cancer Institute
Janie Clouse	Rehabilitation	Megan Noah	ED
Alaina Crane	Wound Care	Maria Page	ED
Joline DeCoster	Cancer Institute	Terry Pence	OR
Megan Dirteater	Medical	Tara Ragsdale	PACU
Brittney Drake	Cardiac Medical Unit	Lori Raley	NICU
Whitney Elmore	ED	Charla Roth	CV Holding
Kelly Faubion	Medical	Deborah Selsor	Admitting/Discharge
Janell Franks	NICU	Twyla Smythia	OCA/PACU
Tamatha Garner	ED	Ryan Taffner	ICU
Kerry Helton	Endoscopy	Paula Ward	PACU
Ali Kalar	NICU	Mayra Watson	ED
Jerusha Leggett	Cancer Institute	Laura (Beth) Wetzstein	ED
Kimberly Linam	Mother/Baby	Shay Williamson	NICU
Deb Lindsey	OCA/PACU	Minette Woolven	NICU
Martha Marak	Rehabilitation	Elizabeth Wright	ED
Valerie McBrien	Mother/Baby	Kelli Zarifis	Endoscopy
Teryl Meek	Birthing Center		

### Level II

Gina Anderson	Birthing Center
Kelley Miller	NICU

### Level III

Christina Andro	Birthing Center
Stacy Coleman Wood	OR
Milissa Folk	General Surgery
Laura River	Rehabilitation
Karen Stoner	OCA/PACU

## Specialty Certifications

March 19, 2017, was designated as a national celebration to specifically recognize nurses who have taken the steps to obtain a specialty certification. Obtaining a specialty certification demonstrates a high level of experience, advanced knowledge and strong practice by the registered nurse. Nurses with specialty certifications help advance our nursing profession and further create a safe environment for our patients.

Gina Anderson, RNC-OB

Valerie Hare, CCRN

Joy Puckett, RNC-Neonatal High Risk

Christina Andro, RNC-OB

Sandy Haskins, CWCA

Jeri Richardson, CWOCN &amp; Foot Care &amp; Hyperbaric

Kim Austin, CRRN

Virginia "Ginny" Hole, VA-BC

Hilary Riley, CFRN

Kathy Baker, VA-BC

Sarah Hosp, CCRN

Laura River, CRRN

Patricia Barlow, OCN

Mary Hurl, OCN

Renee Russell, CAPA

Amy Barnts, CCRN

Anna Johnson, VA-BC

Mary Schmidt, RNC-OB

Rebecca Bender, Certified FNP

Kristi Johnson, RNC

Karen Scott, SANE-A

Shannon Boyes, CWCA

Debra Lindsey, CPAN &amp; CAPA

Kimmie Seigel, CRRN

Cynthia Bradley, VA-BC

Teryl Meek, RNC-OB &amp; Electronic Fetal Monitoring

Vickie Shields, CNOR &amp; CRNFA

Heather Brannin, RNC-OB

Linda Meier, VA-BC

Kathy Sills, CRRN

Virginia Brock, RNC-NIC

Crystal Middleton, CCRN

Tim Smith, RCIS &amp; RN-BC

Diane Carlisle, CPAN

Debra Miller, CPAN

Twyla Smythia, CPAN

Stacy Coleman Wood, CNOR

Barbara Miller, CNN

Megan Spiering, CHPN

Denise Cronister, Hyperbaric

Kelley Miller, RNC-Neonatal Low Risk

Tara Steele, CMSRN

Joline Decoster, OCN

Laura Mills, CDE

Vallerie Steele, CCRN

Bethany Doak, CDE

Connie Mock, OCN

Karen Stoner, CPAN

Laurie Dossey, CDE

Lynn Mock, CWCA

Nate VanWinkle, CEN

Roxanna Estes, VA-BC

Laura Neal, CNN

Cathy Waggoner, RNC-OB

Milissa Folk, CMSRN

Dot Nicolas, Chemo/Biotherapy

Mayra Watson, CEN

Tamantha Garner, SANE

Megan Noah, TCRN

Minette Woolven, RNC-NIC

Cody Garvin, CWOCN

Maria Page, CEN &amp; TCRN

Elizabeth Wright, SANE

Joyce Gathright, Certified Neonatal NP

Sherry Payne, CWOCN &amp; Hyperbaric

## Renovations Completed in 2016

### *Medical/Oncology Unit*

In 2016, Freeman renovated its Medical/Oncology Unit on the first floor at Freeman West. The goal was to make each patient's hospital experience as pleasant as possible. These spacious Medical/Oncology Unit rooms offer patient-centered amenities, such as upgraded bathroom facilities that include new custom tile and a shower, a family area with a flat-screen TV and a place for visitors to sleep. Each patient bed is equipped with our newest comfort control and communication technology, including a new call light system chosen by nurses involved in the Shared Governance program. This new system improves comfort, efficiency and quality of patient care.

### *General Surgery and Ortho/Neuro*

Both General Surgery and Ortho/Neuro received minor renovations, including new paint in all of the rooms, updated communication boards and new flat-screen televisions.

### *Monitors in ICU*

Freeman completed the transition to new Phillips monitors in 2016. The transition has been a multi-year process, and has helped our patients and nurses tremendously. The new monitors allow nurses to perform more detailed monitoring. In the future, monitors will have the capability to integrate with the EMR.



*“Shared Governance provides an awesome opportunity for bedside caregivers to be involved in process improvement and decision making regarding policies and procedures. Leadership strives to make the best decisions for our patients and staff.”*

Kellie Arrasmith, RN, Medical/Oncology Director, Advisor to Professional Development Council

## Quality/Safety

### *Hospira IV Pumps*

IV pumps have been upgraded across the entirety of Freeman Health System. The nursing staff transitioned 670 IV pumps in approximately three hours. The new pumps have updated safety software, which is required for use, and improved features for end users. A built-in drug library in the safety software helps protect the patient from medication errors.

### *Product Review*

After changing the products used for secondary and blood tubing, Freeman now saves more than \$79,000 annually. These products were reviewed and voted on by the Shared Governance Nursing Coordinating Council.

### *Ticket to Ride*

During the 2016-2017 Shared Governance year, the Nursing Practice/Safety Council once again recommended a “ticket to ride” that would include significant safety information regarding the patient. This recommendation was based on potential safety concerns that had been discussed by bedside nursing staff. The new and improved report is electronic and includes patient identifiers, isolation needs, resuscitation status, fall risk potential and allergies. The ticket will be printed for each transport to ensure the most up-to-date and accurate information.

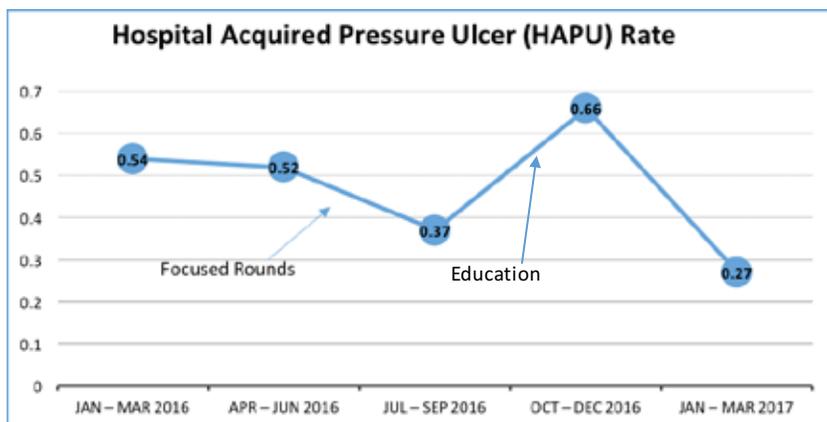
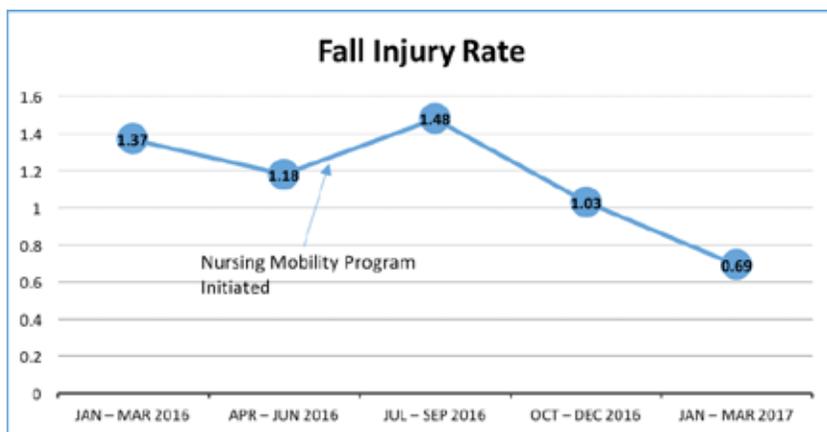
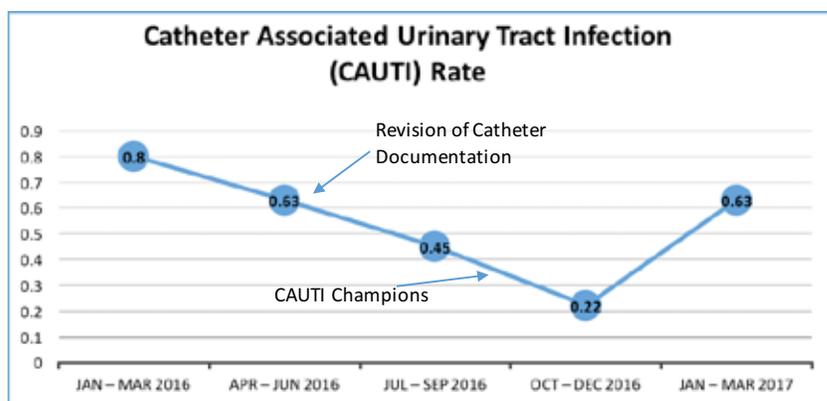
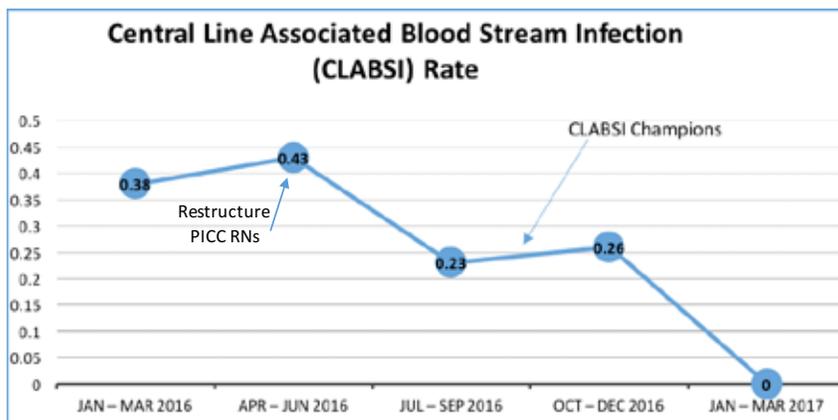
### *Nursing Mobility Program*

The Nursing Mobility Program was developed to improve communication among the care team, ensure a safe environment for our patients, and address the mobility and fall risk potential of patients. Upon a patient’s admission, nurses will complete a risk assessment on mobility and fall risk. Visual indicators inform all care team members of any limitations the patient may have. The patient’s Fall Risk Score will be labeled as either Red (high risk), Yellow (moderate risk) or Green (low risk).



*Data*

The tables to the right show 2016-2017 reduction in CLABSI, CAUTI, Falls and HAPU rates.



## Lean Six Sigma

Lean Six Sigma is a proven methodology that focuses specifically on the customer and attempts to continuously improve processes. The goal of Lean Six Sigma is to eliminate waste in everything an organization does.

Significant and multiple culture and process changes stem from Lean Six Sigma. With a focus on culture change that involves staff from all levels and challenges the status quo, some of the benefits include:

- Reduced variation in processes system wide
- Increased patient satisfaction scores
- Reduction in the length of patient stays
- Increased throughput
- Increased cost savings for the health system
- Decreased mortality and infection rates

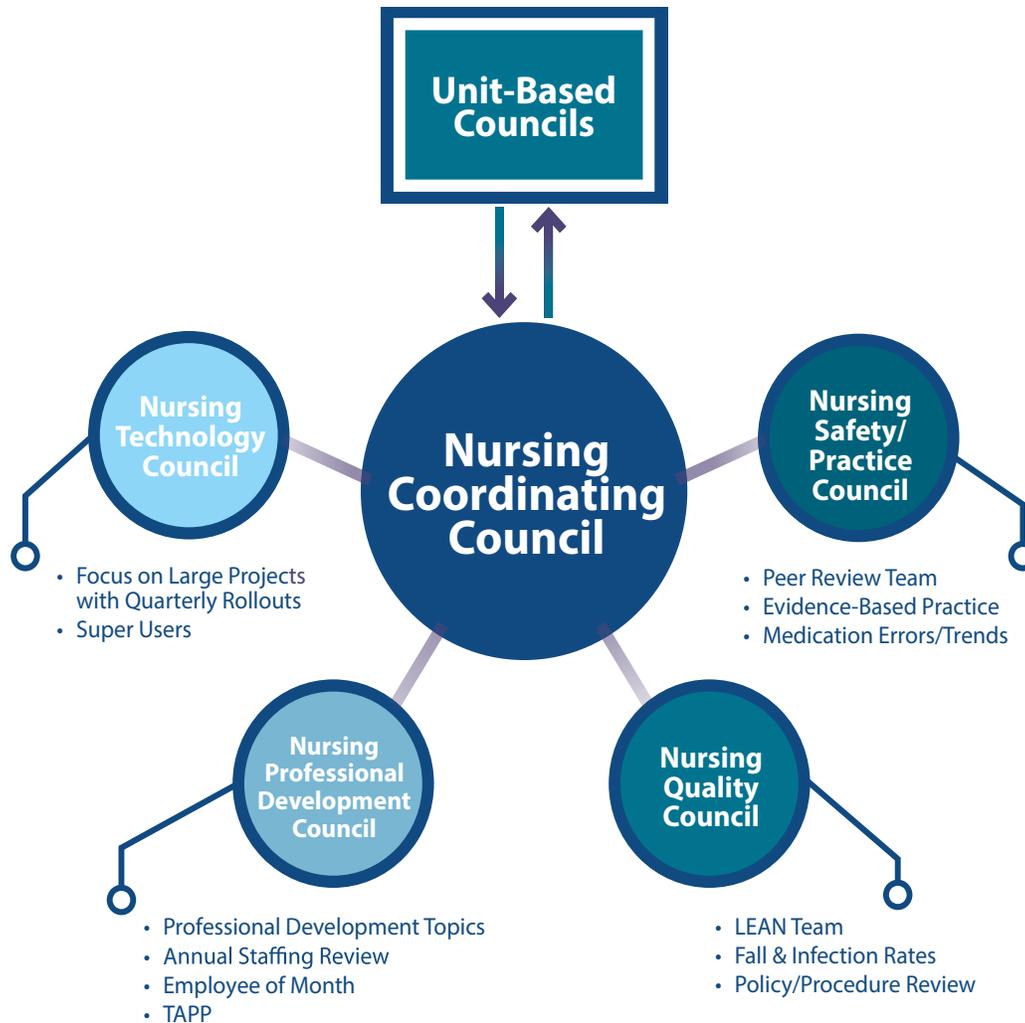
Multiple projects have been completed at Freeman using Lean Six Sigma methodology. Many of these projects include a patient-centered focus with the help of clinicians who work at the bedside every single day. Some examples of projects include:

- C-Locker Reorganization – Reorganized the C-lockers on multiple nursing units by grouping items together for easier access and eliminating supplies that had not been used in recent months. This cleared additional space for items and supplies used routinely.
- Infusion Medications for Admitting/Discharge Patients – The Admitting/Discharge Lounge serves as the Infusion Center on weekends and holidays. To better prepare for handling patients, nursing:
  - Reviewed the main medications used on those days.
  - Reviewed what patients should expect, preparation time and administration time for those days.
  - Fine-tuned the information that schedulers ask patients, which resulted in more accurate projected times a patient would be in the Admitting/Discharge Lounge.
  - Improved time management by processing Wound Care patient supplies more efficiently.
  - Collaborated with Social Services to determine what information needs to be shared with the Infusion Center and Admitting/Discharge Lounge.
- Patient Infusion Letters – Assisted the Admissions team with developing informational letters that would be given to patients at the time they schedule their appointments. The letters included specific information about the drug the patient was receiving, potential side effects, how the drug would be administered, etc.



# SHARED GOVERNANCE WANTS YOU

Do you want the opportunity to receive formal training and education, grow professionally, gain leadership experience and have a voice in the decision-making process? **Join Shared Governance!**





# SHARED GOVERNANCE

**For more information about Shared Governance at  
Freeman, contact:**

April Bennett, RN, MSN  
Vice President of Nursing Services  
Freeman Health System  
Joplin, MO 64804  
417.347.3208  
[adbennett@freemanhealth.com](mailto:adbennett@freemanhealth.com)

