

2017-2018 Nursing Annual Report

THINKING BEYOND A **JOURNEY** THAT NEVER ENDS



University
Health System

ABOUT US

University Health System is a nationally recognized teaching hospital and network of outpatient healthcare centers, owned by the people of Bexar County. In partnership with [UT Health San Antonio](#), it is consistently recognized as a leader in advanced treatment options, new technologies and clinical research.

University Health System is one of the largest employers in Bexar County with 8,590 employees and 1,762 UT Health physicians. University Hospital and University Health System’s community health centers served 265,373 unique patients in 2017.

OUR MISSION

The mission of University Health System is to improve the good health of the community through high-quality compassionate patient care, innovation, education and discovery.

OUR VISION

We are leading the way to be one of the nation’s most trusted health institutions.

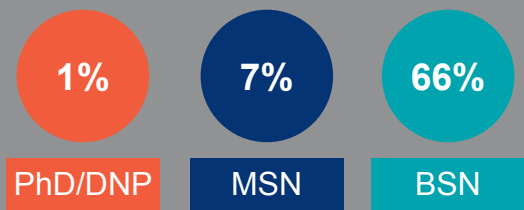
OUR VALUES ARE PATIENT CENTERED

Our patient care will be

- High quality and compassionate above all,
- Attentive, kind and helpful without exception, and
- Wise in the use of resources

NURSING BY DEGREES

2018 BSN and Higher Education Rates



UniversityHealthSystem.com

2017-2018 Nursing Annual Report

Tommye Austin, PhD, MBA, RN, NEA-BC
Senior Vice President and Chief Nurse Executive

Charles C. Reed, PhD, RN, CNRN
Vice President and Associate Chief Nursing Officer
Clinical Excellence and Ancillary Services

Elma Fonseca, MPA, MSN, CVRN-BC
Magnet Program Director
Center for Clinical Excellence

Sonia Moreno-Rogers, MPA
Director of Nursing Administration



Polly Smith, executive director of PACU and Adriel Castaneda, patient care coordinator, team up in the patient’s room.

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Transformational Leadership

WE BELIEVE

A MESSAGE FROM THE SENIOR VICE PRESIDENT AND CHIEF NURSE EXECUTIVE

Nursing was ranked the most trusted profession in 2017, according to the annual Gallup poll on honesty and ethical standards. We all know that being able to rely on others is crucial when we are hurting, sick or vulnerable. We need assurance that those who are charged with our care will be there and will do the right thing every time. Given the fact that we served 265,373 unique patients in 2017, you can trust that our team of nurses understands — and can be relied upon — to consistently pull through for the care of our patients and families.

University Health System is committed to continuously providing high quality, compassionate patient care and refining standards of nursing practice. Our strong culture, constant improvement and commitment to excellent patient care have resulted in measurable outcomes. We have earned national accreditations and distinctions over recent years for developing exceptional programs.

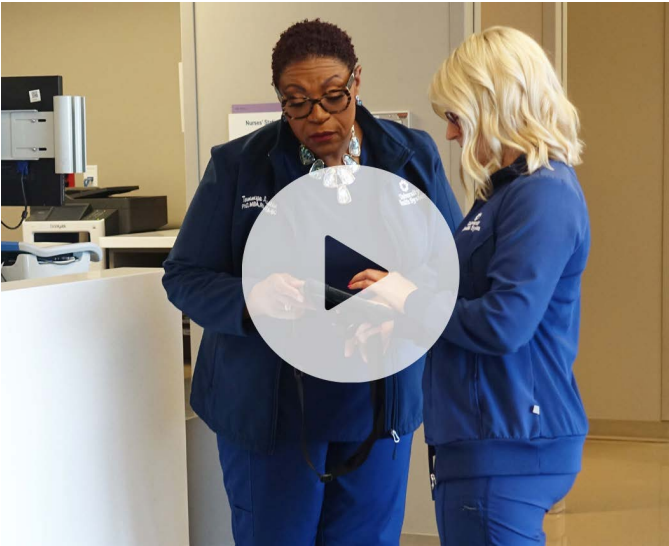
I am proud to present the 2017-2018 University Health System Nursing Annual Report. In 2018, the Health System submitted its application for the Magnet Nursing designation by the American Nurses’ Credentialing Center (ANCC) for the third time. In order to achieve Magnet status, a facility must exemplify five model components: Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations and Improvements, and Empirical Quality Results.

This is a journey that never ends. In the year ahead, I look forward to working with our team of nurses and partners. Nurses will be involved in multiple clinical process improvement projects, policy and procedures development and revisions, and nurse quality monitoring.

We will continue our commitment to nurse recruitment, nursing excellence, evidence-based nursing care and mentoring the next generation of healthcare professionals.

Tommye Austin, PhD, MBA, RN, NEA-BC

“MY RESPONSIBILITY AT UNIVERSITY HEALTH SYSTEM IS NOT JUST TO OVERSEE NURSING PRACTICE, BUT IT’S ALSO TO HELP PEOPLE ACHIEVE THEIR GOALS AND DREAMS. WHEN I SEE TALENT, I PULL THAT INDIVIDUAL TO THE SIDE AND HELP ELEVATE AND MOTIVATE THEM.”



Tommye Austin, (left), senior vice president and chief nurse executive patient rounding with Lindsey Fox, patient care coordinator.



Tommye Austin, PhD, MBA, RN, NEA-BC

ARTWORK COMMISSIONED IN HONOR OF DR. HELEN ERICKSON:
HER THEORY OF MODELING AND ROLE MODELING

For 100 years, University Health System has served a vital role in San Antonio and throughout Bexar County — providing outstanding care to those who need it, training the next generation of health professionals and working to find new and better treatments through research. Over the course of that history, we have followed a core set of values that guides and defines us.

The Nursing Professional Practice Model reflects the mission of the University Health System to provide high quality and compassionate care to our community. In January 2003, the theory of Modeling and Role Modeling, developed by Helen Erickson, PhD, RN, AHN-BC, FAAN, was adopted to guide our nursing practice. Using Modeling and Role Modeling, nurses aspire to accept and respect individuals’ unique views of themselves and their world. Sixteen years and two American Nurse Credentialing Center Magnet designations later, Modeling and Role Modeling continues to guide nursing practice and care delivery throughout the Health System and the community it serves.

In preparation for University Health System’s third Magnet designation, Dr. Erickson was invited to meet with nursing staff in 2018, to explore how Modeling and Role Modeling has affected the delivery of healthcare within our Health System. During unit tours with Dr. Erickson, nurses shared examples of how Modeling and Role Modeling shaped their academic development and defined their delivery of care.

Edwin Calderon, a talented artist, University Health System employee and nursing student, was commissioned to create a painting in honor of Dr. Erickson that represents Modeling and Role Modeling, the history of University Health System, and its role in the health of the community. Mr. Calderon describes his interpretation as a direct representation of how hospitals and communities can collaborate together to create a synergistic effect of health and prosperity. Just as human beings are holistic in mind, body and spirit, so are paintings. Every brush stroke radiates a different colored personality and belief. When blended together, we can truly appreciate its holistic nature.

The painting includes San Antonio landmarks to represent the community that University Health System serves. Among these are landmarks that represent the vital role and history of the University Health System, including the historical Robert Brady Green Hospital from 1917, the original Bexar County Hospital of 1968 and the recently constructed Sky Tower of 2014. These landmarks illustrate our commitment to transform healthcare and serve the community. The artist’s approach subtly includes

the concepts within Dr. Erickson’s theory that represent a nurse’s objective and subjective view of the client. The intent of the hidden words is to encourage the observer to pause and interact with the painting, similarly to the way a nurse must pause and interact with the patient. Dr. Erickson’s open arms represent the “long arm” or influence of nursing while illustrating the University Health System’s role in extending that nurturance to the community.

The painting was presented to Dr. Erickson on December 4, 2018, in San Antonio by the artist and University Health System nursing staff during the Nursing Living Legends (Grand Rounds with Dr. Helen Erickson) luncheon sponsored by the University Health System Center for Clinical Excellence.



Helen Erickson, PhD, RN, AHN-BC, FAAN

PATIENT SATISFACTION

Sandra Badillo is a patient engagement coordinator educating a patient about what to expect when visiting the Emergency Department.

WE ARE GROWING

EMERGENCY DEPARTMENT REORGANIZATION: WORKING TO INCREASE PATIENT SATISFACTION

Hospital emergency departments throughout the industry struggle to overcome the stigma that emergency departments are often overcrowded with stressed-out patients. The University Health System Emergency Department (ED) is making positive strides to turn the tide, thanks to the leadership of Tommye Austin, PhD, MBA, RN, NEA-BC. As Senior Vice President and Chief Nurse Executive for University Health System, Dr. Austin has overseen changes to the ED patient flow model that have driven a consistent positive performance in outcomes and processes.

The University Hospital ED is a high profile area that serves as the “front door” to the community. The ED redesign was implemented to improve efficiency and quality of care delivered to ED patients, reduce door-to-physician times, decrease the number of patients that leave without being treated and shorten the overall length of stay for discharged patients. When Tommye joined University Health System in May 2017, she worked with ED physicians and staff to create a work flow and standardize the patient flow model to effectively move and place patients on the right track. Quality Matters Consulting team was recruited to assist with the efforts.

In January 2018, the consulting team formed a baseline using historical data and conducted a site visit to assess the work flow, patient flow, and care delivery areas. Working with the University Health System ED Task Group, the Power Us ED initiative was born. Power Us ED officially rolled out in May 2018. In the new process, patients initially register and meet with a nurse to discuss the reason for the visit. After registration, the patient is assessed by the ED Physician in Triage area. This flow model allows attending physicians, providers and nurses to work together to assess every patient and address each patient’s needs.

In June 2018, University Health System leadership held nine Always Events for all University Health System and UT Health San Antonio personnel to introduce the Power Us ED model. All sessions included training on how to demonstrate the Tap Out process, explain leadership and purposeful rounding and incorporate AIDET into practice. AIDET is a framework for staff to communicate with patients and their families. AIDET is an acronym that represents a way to communicate with people in achieving satisfaction: Acknowledge, Introduce, Duration, Explanation and Thank you. A total of 136 ED staff attended.

The Power Us ED initiative revamped the triage process. The fast-track area originally had 12-14 beds dedicated to patients with Emergency Severity Index (ESI) levels of 4 to 5. These patients comprised approximately 15% of the ED population. To create a standard flow for patients, fast track (ESI 4 to 5) and mid-track (ESI 3) rooms merged to reduce wait times and decrease overall length of stay. The areas were merged to “Power Pod” in December 2018. ESI helps rapidly identify and prioritize patients that can’t wait and helps determine acuity of the waiting room and the Emergency Department as a whole.



Rocio Garcia, Emergency Department executive director trained nurses during Power Us ED sessions.



Tommye Austin (left), with 2018 Nurse Excellence Award recipient, Arlinita R. Beraya.

WE CELEBRATE

RECOGNIZING HEALTH PROFESSIONALS

University Health System honored more than 250 nurses for their exemplary professional practice and commitment to our patients during the annual University Health System Nursing Excellence Awards. The ceremony, held May 9, 2018, was in conjunction with the annual celebration of Nurses Week. University Health System and nursing leadership Senior Vice President and Chief Nurse Executive, Tommye Austin PhD, MBA, RN, NEA-BC; Senior Vice President, Theresa De La Haya MPH, BSN, RN; Vice President and Associate Chief Nursing Officer, Charles Reed PhD, RN, CNRN; Vice President and Associate Chief Nursing Officer, Irene Sandate DNP, MSN, RN, NNP-BC; and Vice President and Associate Chief Nursing Officer, Nelson Tuazon DNP, DBA, MSN, RN, NEA-BC, CENP, CPHQ, FNAP, FACHE, also honored nurses with 20 or more years of experience for their continued service and commitment to providing high quality patient care. Family and friends of the honorees also joined in the celebration.

University Health System celebrated the contributions of all staff during National Hospital Week. A new event in 2018 also recognized Certified Health Professionals day. On May 8, 2018 in the main garden of the hospital, a celebration featured Vice President and Associate Chief Nursing Officer, Charles Reed PhD, RN, CNRN and four certified health professionals including Nursing, Child Life, Pastoral Care, and Occupational Therapy, speaking on the importance of national certifications. University Health System has more than 1,200 certified health professionals, and approximately 200 health professionals attended the event. A reception followed the celebration, allowing for collaboration and team building among the disciplines. Each year, certified professionals are given a gift and recognized for attaining national certification in their field.



Tommye Austin (left to right), senior vice president and chief nurse executive, is pictured with 2018 Nurse Excellence Award recipient, Claudia Ochoa and Theresa De La Haya, senior vice president/community health and clinical prevention programs.

WE EDUCATE

INNOVATIVE COLLABORATIONS DEVELOP ADVANCED NURSING SKILLS

For more than 100 years, the University Health System has played a key leadership role in educating skilled and compassionate healthcare professionals. A collaborative spirit has guided many of its innovative programs.

One of those collaborations began in 2016 when the University Health System began a partnership with Texas Tech University Health Science Center, School of Nursing, to become a premier clinical site in San Antonio for their Accelerated BSN Program: Second Degree BSN and Veteran to BSN tracks (VBSN).

The Second Degree and VBSN programs are unique in that they pair one student with a BSN nurse (a clinical coach) at the Health System for the entire program. In a traditional undergraduate nursing program, a group of students is under the supervision of a single faculty member, and the nursing students are placed with various nurses on different nursing units throughout the course of their program.

Debbie Sikes, DNP, RN, CNE, Veteran to BSN Director, Texas Tech University Health Science Center, noted, "University Health System has been an amazing partner and we have been supported since day one. It has been a synergistic relationship. The Health System has brought staff, faculty and a simulation lab to develop new nurses and provide veterans the opportunity to expand their career path."

In a collaboration with UT Health School of Nursing, University Hospital is helping students in the Doctor of Nursing Practice (DNP) Program with career development and instruction in San Antonio. The emphases of the program include inter-professional collaboration, leadership and critical evaluation of outcomes, systems improvement, and policy advocacy to effectively manage change and employ strategies for advancing programs of care and clinical practice in complex healthcare settings.

The Health System also is helping to provide technology and patient education to improve the patient experience. DNP Program students Tanya L. Panula, MSN, RN-BC, CMSRN and Patricia Fichter-Patrick, MSN, RNC-LRN, CNE utilized educational videos regarding side effects of anesthesia, and assisted in employing skylight technology to help improve patient satisfaction. The students met with clinical staff to review data and determine key drivers for targeting their educational interventions.



Texas Tech University Health Science
Center, School of Nursing Cohort.



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™
School of Nursing

Structural Empowerment

WE SERVE

NURSES RALLIED TO SUPPORT HURRICANE HARVEY EVACUEES

Hurricane Harvey roared onto shore August 24-25, 2017. San Antonio hospitals, emergency medical service agencies, and other healthcare organizations joined with the Southwest Texas Regional Advisory Council (STRAC) in activating the Regional Medical Operations Center (RMOC). On Thursday, August 24, the RMOC team coordinated with San Antonio and Bexar County authorities at the Emergency Operations Center to prepare for evacuees from Texas coastal communities and patients from affected hospitals.

The winds, and record rainfall over the next several weeks, resulted in major damage. The prolonged flooding affected an enormous region of Southeast Texas. University Health System nursing staff was called to four locations – a reception center and three shelters – that were set up for evacuees. As the evacuee arrivals increased, nursing staff was adjusted to meet the demand. Nursing staff were scheduled to work 12-hour shifts around the clock. University Health System also was asked to staff nurses at a mega-shelter. This shelter had anticipated up to 2,500 evacuees.

More than 1,600 nursing hours and 90 nurses were dedicated to the Hurricane Harvey response. Nurse leaders and educators led the initiation of clinical operations and performed extraordinarily in helping the evacuees and their families. Nurses were emotionally and physically exhausted, but remained courteous and respectful despite working countless hours through the heavy rainfall to ensure quality care. The nurse educators set up the clinics within the first 24 hours of activation.

It was a complex, well-organized response to a stressful emergency to ensure that all evacuees received quality care. During this event, we had three pregnant women who delivered healthy babies at University Health System Women's Health Services where our nurses assisted in the coordination of care. Nurses went to heroic lengths to secure medical supplies when there was a delay in receiving needed equipment from the city.

Nurses prepared a standard list of supplies for the evacuees, which the San Antonio Metropolitan Health District provided. Two important processes were developed in collaboration with the RMOC team for patients needing dialysis and transporting patients with VIA, San Antonio's public transportation system. Nurses even provided emotional comfort when evacuees heard they had lost a loved one or discovered that their homes or belongings had suffered excessive damage.



Janelle Pehl, ambulatory nurse educator
preparing supplies for the evacuees.



WE INNOVATE

The Maternal Transport team was established on September 10, 2018.

**MATERNAL TRANSPORT TEAM
PROVIDING PATIENTS WITH THE HIGHEST LEVEL OF CARE**

The Maternal Transport team may be less than a year old, but it is a continuation of the University Health System Women’s and Children’s Services that dates back more than 100 years. The Maternal Transport Team is the newest jewel at University Health System, providing high-risk pregnant patients with specialized, safe and quality care during ground and air transport throughout South Texas.

In late 2017, the Maternal Transport team began with a training program for nurses to transport patients to University Health System by ground and air transport. The nurses simulated transport of high-risk patients inside University Health System ambulances with paramedic teams. The team worked with San Antonio AirLife to develop extensive training on procedures for transport from the helipad to referring hospitals.

The program was designed to provide patients with the highest level of care by our OB/Maternal-Fetal Medicine team on arrival at our Level IV Maternal Facility 24/7. Protocols, flight physiology, collaboration of care with the experienced labor and delivery nurse, and skilled flight personnel prepared this highly qualified, specialized team. The Maternal Transport team members participated in training in the Intensive Care Unit at University Hospital. As a result, the Labor and Delivery team is able to transition high acuity patients into the Intensive Care Unit (ICU) and co-manage complicated maternal patients alongside the ICU team.

This robust program was developed through the leadership of Pat Ramsey, MD, MSPH, and team leader Allison Moreno, BSN, RNC-OB. In September 2018, the program met and exceeded expectations of high-risk patients transported from rural southwest Texas to a higher level of care at University Health System. The Perinatal-Neonatal program at University Hospital, under the direction of Rebecca Terrazas, BSN, complements and promotes the team – providing multidisciplinary training to educate the nurses and physicians who provide care for pregnant women and neonates at maternal facilities throughout South Texas. Rural physicians contact our Maternal-Fetal Medicine providers for consults and/or transports, which then allows the University Health System Maternal-Fetal Medicine team to begin caring for patients immediately and evaluate on-site prior to transport.



Tommye Austin, (left), senior vice president and chief nurse executive patient rounding with Lindsey Fox, patient care coordinator.

WE ARE INVOLVED

STOP THE BLEED

Uncontrolled hemorrhage is the leading cause of preventable death in trauma patients. An individual can die in just minutes if there is no intervention. To improve survivability rates for the severely injured, the American College of Surgeons has developed Stop the Bleed, a free, hour-long class combining lecture and hands-on skills training. Participants learn the ABCs of basic bleeding control. The curriculum is designed for the general public, so no previous medical experience is needed. The goal of the campaign is to empower bystanders with the basic knowledge and skills to identify and intervene, as immediate responders, in the event of life-threatening bleeding. Participants learn the use of direct pressure and tourniquet application.

University Health System held its first bleeding control training in 2017. Since the launch of the program, the trauma team has instructed approximately 4,700 individuals. Classes are offered at the main campus and throughout the community for various organizations, businesses, schools and churches. Children as young as six years of age have been successfully trained in the basics of bleeding control. In 2018, Southwest Texas Regional Advisor Council (STRAC) reported 6,577 individuals received training throughout the region. University Health System contributed to over half that number with 3,378 instructed. With support of the trauma surgeons and nurses who volunteer their time as instructors, the organization is able to meet the growing demand for this lifesaving training.

Having access to a bleeding control kit is an essential part of care of the injured patient. A basic kit includes a Combat Application Tourniquet, gloves, gauze and a marker. Individuals are instructed on how to obtain a kit for personal use. As the importance of immediate hemorrhage control in the injured patient gains attention, bleeding control kits are becoming readily available in many locations, including grocery stores and airports. Current efforts are in place to put a bleeding control kit in every classroom in the country. According to Bleedingcontrol.org, the only thing more tragic than a death is a death that could have been prevented.



Community Training Event



WE SHARE OUR KNOWLEDGE

NURSES EARN THE DAISY AWARD

Two of our dedicated, highly accomplished nurses have earned international recognition for their exemplary skills and service. Congratulations to Debra Fraley and Polly Smith for winning the DAISY Award!

Debra Fraley, MSN, RN, CCRN, CCNS, nurse educator III, Adult Emergency Services, exemplifies quality through her work with the Emergency Department (ED). In addition to directing training in the ED, Debra educates our next generation of healthcare professionals. For over 36 years, Debra has ensured that all aspects of her work, from education to training nurses, emphasizes a commitment to quality and empowers nurses through educational advancement. Debra has earned the trust and respect of her staff and colleagues by continuously setting a positive example of fairness and hard work.

When her team is in need, Debra can be found working side-by-side with nurses like fellow DAISY Award winner Polly Smith, MSN, RN, CPAN, director of PACU, to assist her team or patients. Debra and Polly have earned this award for their consistent nursing care and leadership.

Debra sums up the nursing philosophy that guides their work:
“The patients always come first and we must provide them with excellent care.”

Polly leads a team of nurses and is their role model for excellence in nursing in two ways: Setting high standards of service and exhibiting true enthusiasm and passion for serving others.

Debra and Polly believe that the primary goal of nursing is doing what’s best for the patient. They join nurses around the world whose extraordinary clinical skill and compassionate care single them out for the prestigious DAISY Award. Over 3,700 healthcare facilities and schools of nursing in all 50 states and 22 countries honor nurses with the DAISY Award.



Polly Smith

University Health System joins progressive healthcare facilities across the United States in recognizing that quality healthcare extends beyond creating a safe healing environment to one that also promotes nurse job satisfaction, teamwork, pride, organizational culture and a healthy work environment.

Polly and Debra’s attitudes of service are an inspiration to other staff and departments that work alongside them.

2017 DAISY AWARD RECIPIENTS

January	Evangelina Yebra	July	Koichi Nishimura
February	Renata Marquez	August	Angela Casias
March	Shay Noel	September	Tonna Graydon
April	Mary Ann Hathaway	October	Melissa Alvarado
May	Graciela Zapata	November	Mercy George
June	Rebecca Edmunds	December	Camille Marquez

To learn more about why nursing at University Health System is a great choice, please visit UniversityHealthSystem.com



Debra Fraley

WE DELIVER

PEDIATRIC TRANSPORT

Pediatric Transport was launched in 2013 to accommodate the growing medical ICU population and the return of the Pediatric Cardiac program to University. The team transports patients requiring specialized services or higher level of care from clinics, freestanding ERs and hospitals to University Hospital.

Pediatric specialty teams are associated with improved outcomes and fewer unplanned, adverse events during transport. Unplanned adverse events include airway-related events, cardiopulmonary arrest, sustained hypotension, and loss of essential IV access. One study showed greater mortality among children transported by a non-specialized team versus a pediatric team (23% to 9%).

Pediatric Transport is comprised of RNs and RRTs who are experienced in pediatric critical care. Since the team cares for patients from birth to young adults, all transport specialists have certification in numerous areas. To maintain skills and knowledge, transport specialists attend a Critical Care Skills Lab annually, perform at least three intubations quarterly, and participate in frequent simulations. Specialists also work shifts in the PCCU, PICU, and Pedi Emergency Department.

While not on transport, the team is available to assist in the pediatric units. They place IVs, draw labs, assist with post-ops, assist with admissions and discharges, provide respiratory treatments and other tasks. The team also responds to pediatric code blues, rapid responses, pedi priority 1s, and pediatric level 1 and alpha 1 traumas.

Continued outreach and outreach education increases referrals from local and regional facilities, and builds relationships with referring physicians and leadership at those facilities. Follow-up visits give a consistent message, answer questions, and introduce our physicians. We also offer outreach education on Sepsis in Pediatrics, Pediatric Respiratory Illnesses and Pediatric Basics. The team has taught in Eagle Pass, Laredo, Del Rio and Fredericksburg.

Marketing efforts include hosting tables at conferences, fairs, and other health events to promote Pediatric Transport and all of University Children’s Health services. At the Teddy Bear Clinic hosted by Commnuity First Health Plans (CFHP) at the DoSeum, 1,100 visitors were exposed to our message and 500 teddy bears got a free check-up.

The priority of the team is transport. Often, referring facilities that don’t offer pediatric services do not have the resources to care for critically ill or injured children, so we must reach our patients quickly. Our goal mobilization time is under 20 minutes. Critical steps must be completed to initiate and prepare for the transport. The team secures appropriate transport (ground, rotor-wing, fixed-wing), taking into consideration weather conditions, patient acuity, patient’s potential to deteriorate, distance, and the referring facility’s ability to stabilize the patient. The team sets up the stretcher or flight board for the size and acuity of the patient, and retrieves needed medications.

At the referring facility, the team acts as a mobile ICU to stabilize the patient for transport and initiates protocol-based and physician-ordered interventions. En route, patchy cellular service can prevent the team from phoning for physician guidance, thus the two specialists on each transport rely on teamwork and training.

Quality care is crucial to great patient outcomes. Goals in 2018 included zero unplanned dislodgements of essential lines/tubes, 100% follow-up phone calls to referring physicians, and less than 20 minutes of mobilization time for unscheduled ground transports. The team achieved 100% follow-up phone calls in the last 6 months of 2018. By December 2018, our mobilization time for unscheduled ground transports was 19 minutes, improved from 49 minutes in January 2018. In 2019, the focus is on improving our IV success rate and continuing a goal time of less than 20 minutes for unscheduled ground transports.



Exemplary Professional Practice

WE SHARE OUR EXPERTISE

TRAUMA NURSE FELLOWSHIP PROGRAM

Trauma is the leading cause of death in individuals under the age of 45. With the increasing need for specialized care, University Health System Trauma Services has created a comprehensive educational program focused on trauma nursing care. A group of trauma leaders at the Health System envisioned the innovative program, which provides nurses with the tools to cross interdisciplinary boundaries, similar to the experience of trauma patients. Doing so not only increases the knowledge and skills of the trauma nurse, but also provides a holistic approach to patient care. The Trauma Nurse Fellowship Program was implemented in August 2014.

The six-month fellowship immerses the nurse into the full continuum of care of the trauma patient, from the point of injury through outpatient follow up. The program is designed with two weeks of didactics to include simulation skills and four weeks of clinical performance rotations with EMS, AirLife, the Operating Room, Trauma Resuscitation Unit, Surgical Trauma Intensive Care Unit, Pediatric Intensive Care Unit and Trauma Administration.

During these clinical rotations, each fellow is paired with preceptors. These preceptors are specialists in their field. The experience in these essential clinical areas strengthens the nurses' clinical performance and provides multiplicity in the settings in which the trauma nursing fellow will practice.



Understanding the collaboration of the various disciplines involved in the care of the trauma patient allows for a broader understanding of nursing interventions and how the role of the nurse affects patient outcomes from a systems view. Exposure to organizations such as the Southwest Texas Regional Advisory Council and Texas Trauma Coordinators Forum provides a view of the trauma system at a regional and state level.

Every six months, the program accepts up to four applicants. Fellows receive paid training and an educational stipend. The fellows also make a commitment to use the knowledge gained in a trauma-related service area. Candidates come from emergency departments and intensive care units because critical care experience is a requirement.

The Trauma Nurse Fellowship Program began accepting applications from outside University Health System in 2016, which made the fellowship an avenue for nursing recruitment. Fifteen nurses have graduated since the launch of the fellowship program. All 15 remain connected to the Health System. Alumni stay active with the fellowship program as mentors for future fellows.

For information about the University Health System Trauma Nurse Fellowship Program, please contact TraumaNurseFellowship@uhs-sa.com.

Mock Code Blue Training



Monica Cochran was working in our emergency department when a trauma patient arrived and she was asked to help. Monica said, "Something clicked for me, and I knew that's what I really wanted to do." Monica joined our Trauma Nursing Fellowship Program. She added, "Throughout the fellowship you see the different facets of trauma... the doctors talk about the research and how it all started." She is now a part of our trauma team. If you are interested in applying for the program, email TraumaNurseFellowship@uhs-sa.com.

WE ARE INVOLVED

SOUTHEAST ASIA PEDIATRIC HEMATOLOGY
ONCOLOGY VIETNAM PROJECT

The Southeast Asia Pediatric Hematology Oncology (SEAPHO) Vietnam Project is a collaboration of healthcare organizations working to improve the childhood cancer survival rates in Southeast Asia. The aims of this project include providing educational training programs for pediatric oncology nurses in Vietnam, promoting the specialty of pediatric oncology nursing, advocating and implementing nursing standards, creating evidence-based policies and procedures, exploring nursing research opportunities and providing patient and family-centered education.

Vietnam was identified for the project because of its challenges with the number of children who have a heavy burden of diseases, overwhelmed staff infrastructure, lack of clinical data and research, and the misconception of “hopeless terminal illness” in reference to childhood cancer.

University Health System pediatric oncology nurses Veronica Flores, Christine Muñoz and Xochitl Castaneda were chosen to participate in the project to assist with training pediatric oncology nurses in Vietnam. University Health System support included encouraging nurses to apply to participate in this global population health outreach initiative, travel expenses and meals, flexible scheduling and maintaining status on payroll. The Health System was also able to provide them with supplies and necessary tools and information.

The SEAPHO nursing mission focuses on the development of a professional, competent and skilled pediatric oncology nursing workforce in Southeast Asia with mission plans to provide the best nursing care possible for children with cancer and blood disorders and their families.

In June 18, the nurses traveled with the SEAPHO team to Vietnam. During their week-long trip, they provided training to develop nursing knowledge and core competency skills of the pediatric oncology nurses through didactic presentations and interactive learning activities for nurses in hospital hematology and oncology units. The training included peripheral IV insertion via ultrasound, CLABSI reduction techniques, central line care, PICC insertion and removal, infection control measures, administration of chemotherapy, palliative care and pain management.

The volunteer efforts of Veronica, Christine and Xochitl exemplify the true spirit of nursing. Their willingness to share their knowledge with nurses in emerging areas of the world is admirable and aligns with the University Health System commitment to support the health of this community and beyond.

These nurses, with the support of University Health System, are helping to improve the quality of care available to children suffering from cancer throughout the world.



University Health System Nurse Practitioner, Lisa Hernandez and Staff Nurse III, Christine Muñoz help educate nurses to improve the quality with children with cancer in Vietman. The purpose is for better survival outcomes and quality of life for these children through education, research and family support.

“They were so grateful for everything we had for them.”

WE RESPOND

NURSE RESIDENCY PROGRAM ACCREDITATION

The University Health System (UHS) Nurse Residency Program (NRP), in partnership with Vizient, was awarded Accreditation as a Practice Transition Program with Distinction, the highest recognition awarded by the American Nurses Credentialing Center’s Accreditation Program.

The one-year program benefits new graduates who are employed as staff nurses on clinical units and in ambulatory settings. Using Patricia Benner’s theoretical framework of *From Novice to Expert: Excellence and Power in Clinical Practice*, the program consists of monthly sessions for the first year of practice to support new nurse graduates as they transition into their first professional nursing role.

Outcome data demonstrates that the residents develop improved confidence, competence, communication skills and leadership capacity, as well as a decrease in their stress levels. Residency sessions and facilitator support assist the new nurse in acquiring the professional practice skills necessary to become successful as a full partner of the health care team. Monthly sessions include discussion, simulation, tours and interaction with other Health System departments and personnel.

In 2017-2018, 81 evidence-based practice projects (EBP) were conducted by the nurse residents in Cohorts 10-16. The EBP projects have been implemented on various inpatient units such as an early mobility protocol, a sleep hygiene protocol for ICU patients, appropriate use of microtainers in pediatric blood draws and two-way radios in the emergency department.

Implementing the Nurse Residency Program demonstrates University Health System’s commitment to the new graduate residents by continually monitoring program outcomes, ensuring content is evidence-based, and revising annually to meet program standards.



Nurse Residents Cohort-10

WE BUILD

SOCIETY FOR SIMULATION IN HEALTHCARE PROVISIONAL ACCREDITATION

University Health System's Clinical Excellence Simulation Center has earned Provisional Accreditation by the Society for Simulation in Healthcare (SSH) – the first hospital in South Texas and the second in San Antonio to earn this designation.

SSH was established in January 2004 to represent the rapidly growing group of educators, research scientists and advocates who utilize a variety of simulation methodologies for education, testing and research in healthcare.

For purposes of accreditation, a simulation program in healthcare is defined as an organization or group with dedicated resources (personnel and equipment) whose mission is specifically targeted toward improving patient safety and outcomes through assessment, research, advocacy and education using simulation technologies and methodologies.

In December 2017, the Center for Clinical Excellence Simulation Center began to develop the application for accreditation, and one year later received notice of acquiring Provisional Accreditation in the area of Teaching and Education.

University Health System joins 33 provisionally accredited programs from seven countries: Chile, Turkey, Vietnam, United Arab Emirates, Mexico, Saudi Arabia and the United States.



WE SEE BEYOND

ADOLESCENT AND YOUNG ADULT PROGRAM: SAVING YOUNG LIVES, BUILDING COMMUNITY

The Adolescent and Young Adult (AYA) program at University Health System offers an innovative approach to serving an often overlooked demographic. The AYA team brings professional comfort, care and specialized medical services to patients whose ages fall between childhood and adulthood. Through technical knowledge, compassion and services tailored to this age group, they have developed a culture that makes the patients feel connected to a caring community.

Imagine being 19 years old, ready to face the world and immerse yourself in all the beautiful challenges that lie ahead. As you prepare to venture out, you find your plans interrupted by an inexplicable, lingering sickness. You undergo a battery of tests and are diagnosed with Acute Lymphoblastic Leukemia (ALL). You are forced into a terrifying battle that will test your will, unnerve your family and threaten your life. It will take a toll on your friends, strip you of your security and confound your attempts to perform ordinary daily tasks. Then you find you are not alone. Your AYA program and its specially trained nurses become your community of hope.

Brandon, one of our patients, has been through this experience. He was diagnosed in November with high-risk Pre B Cell ALL. He has been in and out of the Pediatric Intensive Care Unit after receiving induction therapy to treat his ALL. He has experienced multiple complications, but after three months of treatment and care he is now at Reeves Rehabilitation Center hoping to receive a bone marrow transplant after completing rehab.

Brandon's mother has been with him at all times throughout this battle for his life. She has stayed by his side and often gone without sleep. The AYA nurses bring her treats and helped to arrange gift cards for their family, and found a way to get Brandon new eyeglasses after his were broken during transport to San Antonio.

Our AYA nurses care for our patients to heal not only the body, but also the heart. We want to bring your mother, who has watched over you every moment, the peace of mind that comes with knowing her family is secure and healthy. It is this peace that bolsters a parent's ability to fight for his or her child and give you strength as he or she sits faithfully by a patient's side. To the AYA nurses, you are more than a patient. You give us the opportunity to provide healing comfort, care and support so you can continue your journey and become who you are meant to be. Whatever your goal in life, we will apply our skills, programs, knowledge and heart to help you see your way through.

The AYA Unit fills a critical need, with a specially trained team of physicians, nurses, social workers, nurse navigators and others who focus on our patients and their families. The AYA Unit also creates a vital sense of community for our patients.

Dr. Allison Grimes, oncologist at University Hospital,
examines AYA patient, Hussam Alsaffar.



WE CARE!



A PARTNERSHIP BETWEEN A NURSE AND MOTHER

Alma Saravia was 19 years old, recently married and pregnant with her first child when Patricia Aguillen, also known as Nurse Patty, called. Aguillen asked Saravia, to participate in University Health System's Nurse-Family Partnership.

The Nurse-Family Partnership program was created to educate new moms on prenatal care, infant care, child development, nutrition, parenting skills and the importance of planning future pregnancies. These meetings take place in the comfort of their own home. The Nurse-Family Partnership nurses provide home visits every two weeks.

"It helps any first-time mom," Saravia said. "You're never ready to be a parent. We had just gotten married and were going through bumps in the road. Trying to learn to live with each other — and getting pregnant right away. It was difficult."

Nurse Patty worked with Saravia through her pregnancy and the first two years of her son Edward's life. Nurse Patty offered guidance, information and emotional support. Nurse Patty has worked with approximately 150 moms in the nine years she's been with the program.

"I learned that I was baby's first teacher," Saravia said. "And by teaching him, I gained my baby's trust. That's the most important thing for an infant, gaining their trust. I learned about positive discipline. You're the parent. Your child is going to do what you do."

"She really wanted to be a good mom," Aguillen said. "I feel a connection to these moms — especially the young moms."

While in the Nurse-Family Partnership program, Saravia pursued her dreams of becoming a nurse and received her bachelor's degree in 2017. Today, she is a nurse in the Neonatal Intensive Care Unit at University Health System. Now Edward, her son, is a healthy 7 year old.

Funding for the program is provided by the State of Texas' Health and Human Services Commission. The Nurse-Family Partnership's goals include:

- Improve pregnancy outcomes by helping women engage in good preventive health practices, including thorough prenatal care from their healthcare providers, improving their diets and reducing their use of cigarettes and other harmful substances
- Improve child health and development by helping parents provide responsible and competent care
- Improve the economic self-sufficiency of the family by helping parents develop a vision for their own future, plan future pregnancies, continue their education and find work



WE BUILD

NEONATAL INTENSIVE CARE UNIT ACHIEVES LEVEL IV DESIGNATION

University Health System's Neonatal Intensive Care Unit (NICU) has earned the highest designation from the American Academy of Pediatrics and is now a designated Level IV NICU.

The new designation was created in an effort to improve maternal and neonatal outcomes. To establish the new rules, the Texas Perinatal Advisory Council developed to standardize neonatal levels of care based on guidelines from the American Academy of Pediatrics and the American College of Obstetricians and Gynecologists.

The neonatal level of care designation rule became effective June 9, 2016. The designation is an eligibility requirement for Medicaid reimbursement and compliance of House Bill 15, 83rd legislature, effective Sept. 1, 2018. The rules went into effect March 1, 2019. University Health System's NICU applied to the American Academy of Pediatrics to be surveyed for compliance in June 2017.

The achievement was a collaborative effort among nursing leadership, physicians, and all service lines to accomplish and meet the requirements. A program plan was compiled that described the capabilities and services we offer to our patients. It gave a perspective as to what we do well and where we have an opportunity to improve outcomes for these vulnerable patients.

The American Academy of Pediatrics survey team was comprised of physicians, nurse practitioners, nurses, and a representative from the Texas Department of State Health Services. The team reviewed our processes and our compliance with the rules. After this two-day process, no deficiencies were found. In November 2018, we were designated a Level IV NICU. This is the highest level of care for a Neonatal Intensive Care Unit.



THINKING BEYOND A **JOURNEY** THAT NEVER ENDS

WE COLLABORATE

DEMENTIA-FRIENDLY INITIATIVE HELPS PATIENTS AND CAREGIVERS

University Health System leadership has established a dementia-friendly initiative to improve the safety and quality of care for persons with dementia admitted to acute care. Vice President and Associate Chief Nursing Officer, Charles Reed PhD, RN, CNRN, collaborated with Dr. Carole White, professor, and Nancy Smith Hurd, chair in Geriatric Nursing and Aging Studies, UT Health San Antonio, School of Nursing, to win a grant from Sigma Theta Tau, International to support the initiative.

Staff has conducted focus groups with bedside nurses and technicians to ascertain their knowledge, experiences and concerns in caring for patients with dementia and their interactions with caregivers. The focus groups also listened to the challenges caregivers face, all of which has led to improved care for the patients and their caregivers.

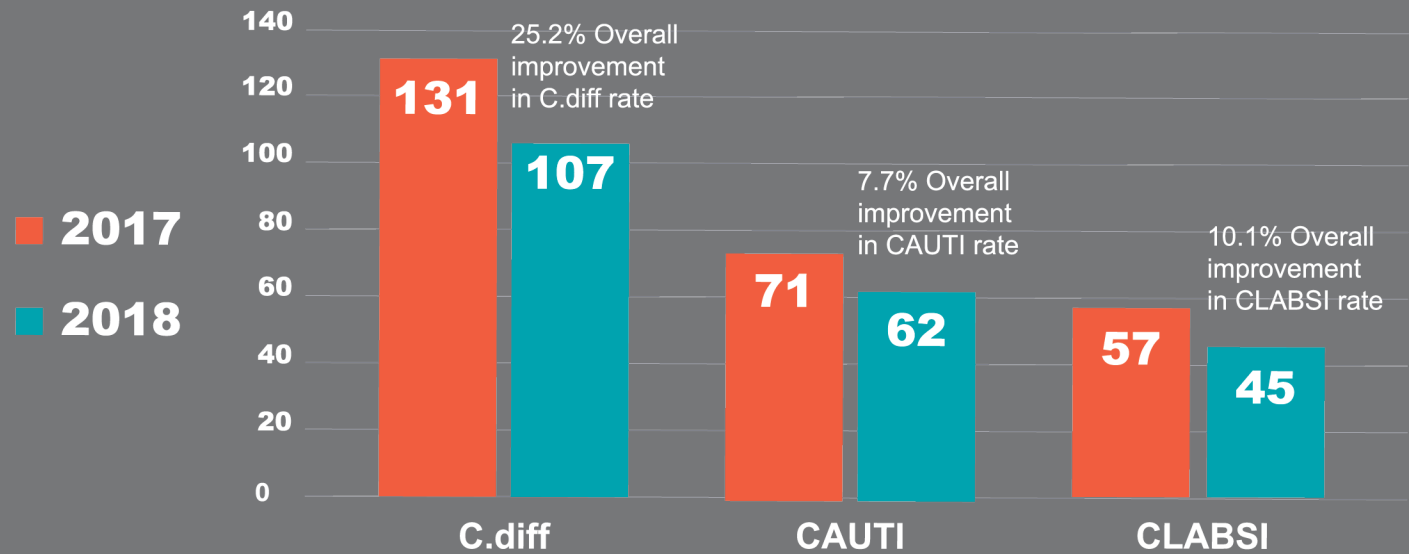
Staff members from the Center for Clinical Excellence won an additional grant from the University Health System Foundation to purchase materials for a Diversional Activity Program to benefit patients with dementia. An interdisciplinary group that included a nurse educator, occupational therapists and a speech therapist created a pocket guide for the Diversional Activity Program. The program helps occupational therapy staff assess patients to determine their current stage of dementia and provide appropriate diversional activities. The activities keep patients engaged, which reduces restlessness, anxiety and agitation, and can help prevent complications associated with hospitalization.

Recognizing the impact dementia has on our community and patients, a University Health System team participated in the Walk to End Alzheimer's in October 2018, and raised approximately \$1,000 toward this initiative. In addition, Health System representatives attended the Dementia-Friendly San Antonio Town Hall at the UT Health School of Nursing – the first major step for San Antonio to become designated a dementia-friendly city. University Health System continues to collaborate with the goal of becoming the first dementia-friendly health system in Texas.

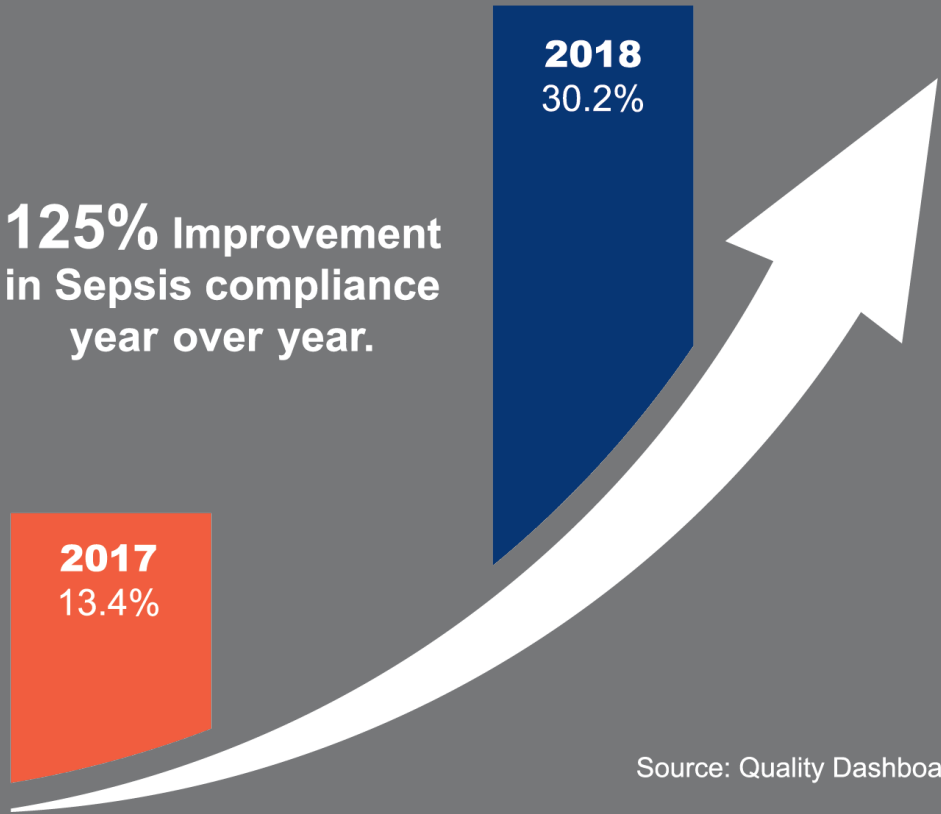
Empirical Quality Results

BY THE NUMBERS

Infection Control
2017-2018 COMPARISON



Source: Quality Dashboard 2019



Source: Quality Dashboard 2019

Leading Indicators
2017-2018
PATIENT SATISFACTION

Percentile Rank

	2017	2018
Communication with nurses	72%	75%
Nurses explained things understandably	74%	77%
Nurses listened carefully to you	76%	77%

Source: NRCHealth