“Not all of us can do great things. But we can do small things with great love.”

Mother Teresa
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Welcome to the inaugural edition of the HCA North Texas Annual Nursing Report! Our Nursing Services Strategic Plan builds on our strong culture of nursing excellence. I am proud of our exceptional nurses and patient care teams across our hospital system. This Report provides a glimpse of our impressive patient care outcomes and stories of transformational leadership, advancing practice, innovation and shared leadership. As you read through it, I am confident you will come away with an understanding of our dedication to excellence always in the care and improvement of human life.

As the most trusted profession, nursing is helping shape the nation’s changing healthcare landscape. HCA North Texas nurses are leading change and advancing health locally, nationally and even internationally. Regionally, we are becoming more integrated across our Division and are being recognized in new and important ways for the powerful difference we are making in the lives of our patients and their families.

There are a myriad of exciting roles in which nursing is practiced in HCA North Texas. Whether primary bedside nurses, nurse navigators, nurse leaders, advanced practice nurses, nurses in ambulatory care, emergency services, informatics, sales, supply management or other support services, our nurses provide crucial, invaluable services. Many have taken advantage of our programs to strategically map their careers paths, have been assisted to continue their education or achieve specialty certification, and are fulfilling their career aspirations.

In 2015 a new role was deployed within our Division. A Chief Nursing Executive (CNE) position was identified as needed to help advance our company’s growing quality and service agenda. I am honored and privileged to have been named as our Division’s first CNE. Since assuming the role in May of 2015, I have been working diligently to support each of our over 6,000 nurses and all of our care teams.

In our increasingly complex and changing work environment, one constant remains: our patients, their families and our company need us. They need us to be practicing at the top of our profession. They need us to be ever vigilant about, and to advocate for, patient safety. They need us to make human caring connections with our patients. They need our expertise and our inter-professional collaboration, they need our passion and our compassion, and they need us to constantly work to improve our practices. In short, they need us to be the best nurses we can be. At HCA North Texas, we are doing just that.

There has never been a better time to be a nurse in HCA. Resources such as capital and educational dollars are being allocated at unprecedented levels to ensure our work translates to excellence at the point of care. I am excited for our future and for the contributions our nurses are making which is evident every day as I travel throughout our fourteen hospitals and variety of outpatient settings.

When I asked our nurses recently to share why they love their jobs, I received many powerful and moving testaments of what nursing means within HCA North Texas. Their quotes are woven throughout this report. Thank you to our nurses who practice their profession in extraordinary ways with servant hearts for the care and improvement of human life.

Sincerely,

Carol Gregory, MSN, MBA, RN, NEA-BC
Chief Nursing Executive
To our HCA North Texas nurses:

Exceptional care begins with exceptional nursing. At HCA North Texas, the work you do personifies our commitment to achieve excellence always in the care we provide. Your commitment, compassion, and competence help differentiate our healthcare system from all others and so beautifully reflect our mission: “We are committed to the care and improvement of human life.”

Over the past year, I have had the opportunity to round with many of you and see the expert care and genuine kindness that you provide to our patients firsthand. I have been inspired and humbled by your grace and professionalism, and I am grateful for the work that you do on a daily basis.

My commitment to you is that we will continue to invest in you and in a culture of nursing excellence. This year, we invested in our facilities and in our people in ways that allowed us to grow exponentially. It was my great pleasure to welcome Carol Gregory to the new position of chief nursing executive for the North Texas Division. Under her leadership, we will continue to support a professionally led nursing culture as one of our highest priorities and dedicate ourselves with even greater intensity to our patient experience.

On all measures — clinical quality, unparalleled patient experience, and strategic growth — nursing has contributed significantly to our success. Last year, Medical Center of Lewisville was recognized as the fifth Magnet-designated hospital in our division — making the North Texas Division the leader in Magnet-designated facilities within HCA. We have expanded our nurse navigation programs to support clinical services and opened a new hospital serving the community of Alliance. It is your knowledge, skill, human caring, and financial stewardship that make these achievements possible.

Thank you to all our nurses for helping establish an enduring culture of nursing excellence. We look forward to celebrating even more of your successes over the coming year.

Sincerely,

Erol R. Akdamar
President

Mission Statement

Above all else, we are committed to the care and improvement of human life.
Why HCA?

Recently, front line nurses across the Division were asked why they love their jobs. The quotes below and throughout this report are representative of their outpouring of responses.

I love my job because…

“One of the many reasons I love being an RN in the OR, is that I get to take care of patients while working in an environment that is fast paced, high tech, and requires a teamwork approach. It is both humbling and rewarding to be a member of such a high quality team.”

Jennifer Vandesteeg, RN, CNOR
- The Medical Center of Plano

“I have loved the culture of Medical City, the constant encouragement to learn more and the dedication for excellent care always for every patient by every staff member I have encountered in the 6 years I have been here.”

Ashley Evenson, RN
BMT Medical City
Dallas Hospital

“I have never worked with such an awesome team in my nursing career thus far as excellent as this one. I also love to work here because of how rewarding it is to be part of the rehab process and see patients recover from devastating injuries and go home equipped with the tools and confidence they need to be safe. Love my job, love my purpose and love the awesome folks around me.”

Krystal Torrez, BSN, RN, CRRN, Rehab Institute - Medical Center of Lewisville
"I think one’s feelings waste themselves in words; they ought to be distilled into actions which bring results."

Florence Nightingale
"I chose to work at Medical City because of all the wonderful people who work here. Many of my nursing friends work in many different units all report the same information – coworkers working together as a team with leaders who encourage growth and development to give high quality patient care. And personally as a nurse, I continue to strive to give the highest quality of care." Lara Staggs, RN, Wound Care - Medical City Dallas Hospital

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<tr>
<th>HCA North Texas</th>
<th>Nursing by the Numbers</th>
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<tr>
<td>Total number of nurses</td>
<td>6,000</td>
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<tr>
<td>Average nurse tenure</td>
<td>6 years</td>
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<tr>
<td>Percent of nurses with BSNs</td>
<td>60%</td>
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<tr>
<td>Percent of eligible nurses with professional certification</td>
<td>40%</td>
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<tr>
<td>Total dollars given for career enhancement</td>
<td>$1.5M</td>
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<tr>
<td>Total dollars given for tuition reimbursement</td>
<td>$1.95M</td>
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<tr>
<td>Total dollars spent on nursing capital purchases</td>
<td>$12.65M</td>
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2015 saw tremendous growth and expansion within our system. Advancements and accomplishments in nursing and patient care kept pace with the accelerated rate of change. Among the many milestones attained within and across the Division were the following:

- **Medical Center of Lewisville** received a first time Magnet® designation from the American Nurses Credentialing Center (ANCC).

- **Plaza Medical Center** was designated for the third time as a Magnet® facility by ANCC.

- **North Hills Hospital** was designated by ANCC for the third time as Pathways to Excellence®.

- **Thirteen HCA North Texas Division nurses** were named as 2015 DFW Great 100 Nurses.

- **10 OUMC nurses** were finalists in a statewide recognition event hosted by March of Dimes.

- **Medical Center Alliance** opened as a brand new hospital with 137 nurses on staff.

- **Medical Center of Plano** opened a burn service with specially trained burn expert nurses - only the third burn center in HCA.

- **Medical City Dallas Cardiovascular ICU (below)** received a Beacon Award from the American Association of Critical Care Nurses (AACN).

- **Medical Center Alliance** received a $527,000 workforce education grant in partnership with El Centro Community College from the Texas Workforce Commission.

- **Denton Regional Medical Center** became the first hospital in HCA NTXD to achieve Disease Specific Accreditation in Sepsis by The Joint Commission.

- **OUMC** was designated as a Level 4 Epilepsy Program by National Association of Epilepsy Centers (NAEC)

- **Medical City Children’s Hospital** hosted over 500 Dallas ISD school nurses in person, along with 50 Keller ISD nurses virtually, to provide continuing education to school nurses.

- **Plaza Medical Center** opened a new Rehabilitation Service.

- **Seven Medical-Surgical nursing units** received the HCA Unit of Distinction Award.

- **Four HCA North Texas Hospitals** received an “A” grade from the Leapfrog Hospital Safety Survey.

> “I work at MCD for countless reasons ranging from the most complex to the simplest treasure. I appreciate working to the fullest extent of my practice with the population of patients I love, I feel so lucky to have self-scheduling where other hospitals do not, and finally I enjoy everyone I work with daily. Everyone gives 100% to the team within CVICU and the hospital as a whole.”

**Erin Earhart, RN CVICU - Medical City Dallas Hospital**
• Medical Center of Plano achieved certification in Palliative Care, the first in the Division.

• Green Oaks Hospital (right top) introduced Tele-psychiatry within the HCA North Texas Division.

• Denton Regional Medical Center was recognized by HCA for having the 4th lowest RN turnover in the company.

• MCDH added a new Patient and Family Advisory Committee for its adult service to its existing Advisory Committee for its Children’s Hospital.

• Medical City Children’s Hospital (right bottom) hosted 116 campers at Camp iHope, a summer camp for children with cancer and their siblings.

• Medical Center of Lewisville opened a new 24-bed Adult and Pediatric Emergency Room.

• Plaza Medical Center initiated Pet Therapy.

• Medical Center of Lewisville introduced a multi-modal pain management program which included a meditation hotline.

• Medical City Children’s Hospital joined Solutions for Patient Safety (SPS), a national Collaborative to eliminate harm in Children’s Hospitals.

• NTXD partnered with Texas Women’s University for an OR Externship Program.

• OU Medical Center (below) hosted 50 high school students in a healthcare careers seminar series.

• Medical Center of Plano surpassed all Level 1 Trauma facilities in DFW as the leader in organ donation.

• 8 podium presenters and 31 poster presenters shared their knowledge at the 9th Annual HCA North Texas Division Nursing Research and Evidence Based Practice Day conference.
The Magnet® Journey

Magnet designation awarded by the American Nurses Credentialing Center (ANCC) is the highest honor for nursing a healthcare organization can receive. The Award is conferred for nursing excellence, quality patient care and innovations in professional nursing practice. Those who have achieved the recognition understand that with it comes an obligation to continuously raise the bar for excellence and to lift others up.

Magnet designation means that a hospital has demonstrated excellence in over 35 focus areas and that their nurses have substantial voice on patient care and patient safety related issues. Hospitals across the globe which have received Magnet recognition have the benefit of attracting top nursing talent, growing their financial success, advancing nursing standards and inculcating a positive working environment.

There are nine hospitals in HCA which currently hold Magnet Status out of the 424 Magnet hospitals internationally. Five of the nine HCA hospitals are located right here in the HCA North Texas Division! Our five hospitals which proudly hold this distinction are:

Denton Regional Medical Center, Medical City Dallas and Medical City Children’s Hospital, Medical Center Plano, Plaza Medical Center and Medical Center Lewisville! Congratulations to MCL on their spectacular achievement this year.

The American Nurses Credentialing Center also has the Pathways to Excellence® Program. This designation recognizes organizations which have created positive work environments where nurses can flourish. The designation confirms to the community that the organization is committed to its nurses and that nurses are finding fulfillment in their roles. Often Pathways to Excellence designations are preparatory for the Magnet journey.

Two additional HCA North Texas hospitals have achieved the Pathways to Excellence designation. These hospitals are North Hills Hospital and Las Colinas Medical Center.

Magnet Program Directors play an important nursing leadership role in helping hospitals showcase their excellence in order to become Magnet or Pathways to Excellence-recognized. Nurses in these pivotal roles include:

Mary Bailie, Medical Center Plano
Kathy Cantu, Plaza Medical Center
Amy Seward, Medical Center Lewisville
Rose Johnson, Medical City Dallas and Medical City Children’s Hospital
Michelle Yeats, Denton Regional Medical Center
Martha Langham, Medical Center of McKinney
Nurses on Boards

Nurses within HCA’s North Texas Division who serve on Boards provide an important voice and perspective as decisions are being made which affect not only our healthcare industry, but our community at large. In 2014, a National Coalition of the American Academy of Nursing, the American Nurses Association and the American Nurses Foundation launched an effort to place 10,000 nurses on governing boards by 2020. Many of our HCA NTXD nurses were already well on their way to providing influence and expertise on quality, patient safety and the patient experience by serving on various governing bodies and in leadership roles for their professional organizations.

With these activities many of our nurses are playing pivotal roles in improving the health of all Americans. Examples of such Board roles are noted in the following Table.

---

“It may not be a mega hospital, but it is the best place to be cared for by some of the most kind, caring and compassionate human beings. It is a great place where you, as a bedside nurse, are encouraged to have a “VOICE” to make a difference. I am proud to be a part of the MCM family”.  
Rachana (Tina) Pater, RN, Women’s Services – Medical Center of McKinney
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<th>NAME</th>
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<td>James Allard, MSN, RN, NEA-BC</td>
<td>Medical City Dallas Hospital</td>
<td>NTONE Advisory Board</td>
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<td>Legal Hospice of Texas</td>
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<td>Amy Atnip, MSN, RN</td>
<td>Medical Center of Plano</td>
<td>NCTTTRAC Board of Directors - Secretary</td>
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<td>Marci Ayers, MSN, RN, CSRN, RN-BC, CNE</td>
<td>HCA North Texas</td>
<td>International Advocacy Council for Livingstone University in Mbale, Uganda</td>
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<td>Monica Bildner, MLS, BSN, CPN</td>
<td>Medical City Dallas Hospital</td>
<td>Fortis College Advisory Board</td>
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<td>Megan Brunson, MSN, RN, CNL, CCRN-CSC</td>
<td>Medical City Dallas Hospital</td>
<td>AACN - Director</td>
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<td>Angie Buckmeier, MHA, BSN, RN</td>
<td>Medical City Children's Hospital</td>
<td>MCCH Family Advisory Board</td>
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<td>Sherry Cusumano, RN, MS, LCDC</td>
<td>Green Oaks Hospital</td>
<td>National Alliance on Mental Illness (NAMI) – Dallas Chapter President, Texas NAMI Board &amp; Chair of Public Policy Committee for Texas Chapter</td>
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<td>Sandi Gill, MHA, BSN, RN, NEA-BC</td>
<td>Medical Center of Plano</td>
<td>City House Board</td>
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<td>Deborah Echtenkamp, APRN, RN, MSN, CPON</td>
<td>Medical City Dallas Hospital</td>
<td>Camp iHope Foundation - President</td>
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<td>Jeanne Farmer, DHSc, BSN, RN</td>
<td>Medical Center of Plano</td>
<td>Collin County Adult Clinic</td>
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<td>Laura Garner, RN</td>
<td>Medical Center of Plano</td>
<td>ABA Aftercare Reintegration Committee</td>
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<td>Carol Gregory, MSN, MBA, RN, NEA-BC</td>
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<td>North Texas Consortium of Academia &amp; Practice Partners</td>
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<td>Sandy Haire, DNP, MHA, RN, NEA-BC, FACHE</td>
<td>Medical Center of Plano</td>
<td>MCP Board of Trustees – Voting Member</td>
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<td>Leonard Keesee, RN, LCDC, NCAC II</td>
<td>Green Oaks Hospital</td>
<td>National Alliance on Mental Illness Board, Advisory Committee for TPAPN, Advocate Advisory Committee Chair for TPAPN</td>
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<td>Steven McCraw, MBA, BSN, RN</td>
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<td>Prosper Chamber of Commerce</td>
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<td>Cathy McLaughlin, MSN, BSHM, RN, OCN</td>
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<td>MCDH Patient Advisory Board</td>
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<td>Zach Mueller, DNP, RN, NEA-BC</td>
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<td>MCDH Board of Trustees – Voting Member</td>
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<td>PediPlace Advisory Board - Secretary</td>
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<td>Ginny Robinson, BSN, RN</td>
<td>Medical Center of Plano</td>
<td>Journey of Hope, A children's Grief Center</td>
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<td>United Way Community Impact Grant Panel (Substance Abuse) – Co-Chair</td>
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<td>JD Romero, RN</td>
<td>Medical Center Alliance</td>
<td>ENA Institute for Quality, Safety &amp; Injury Prevention</td>
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<td>Nancy Routly, RN</td>
<td>North Hills Hospital</td>
<td>North Texas Chapter of Risk Management Board - President</td>
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<td>Tricia Scott, MS, RN, FACHE</td>
<td>HCA North Texas</td>
<td>DFW Hospital Council Workforce Planning Board</td>
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<td>El Centro College Advisory Board</td>
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<td>Tabitha South, MSN, RN NE-BC</td>
<td>Medical Center of Plano</td>
<td>HCA Medical Surgical Nursing Committee</td>
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<td>Tom Tierney, BSN, RN</td>
<td>Medical City Dallas Hospital</td>
<td>TxENA - Director</td>
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<td>TCENA – Immediate Past President</td>
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<td>Sue Vanek, MSN, RN</td>
<td>Medical Center of Plano</td>
<td>ABA National Burn Respiratory Committee</td>
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<td>ABA Disaster Special Interest Group</td>
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<td>Southern Region Burn Centers – Disaster Representative</td>
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<td>Amy Yazbeck, MBA, RN</td>
<td>Parrallon Supply Chain Solutions</td>
<td>DFW Hospital Council NTHIQ Collaborative</td>
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<tr>
<td>Pam Whitley, MS, BSN, RN</td>
<td>Green Oaks Hospital</td>
<td>Advisory Committee for TPAPN</td>
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<tr>
<td>Linda Wyman-Collins, bsN, NC-NIC</td>
<td>Medical Center of Lewisville</td>
<td>Texas State Bleeding/Clotting Disorders Advisory Council to the Texas State Health Department/Governor's Office</td>
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<td>Hemophilia Federation of America – former Board member</td>
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<tr>
<td>Joyce Winbush, BSN, RNC, CMSRN</td>
<td>Medical City Dallas Hospital</td>
<td>North Texas Chapter of AMSN Board</td>
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<td>Denise Zimmerman, RN</td>
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“It feels like working with family. My job is challenging but rewarding because I feel that I am a part of changing people’s lives for the better and that I am learning every day. The people here truly believe in our mission so while we all work hard, everyone is positive, caring, friendly and helpful and this makes it a pleasure to come to work.”

Paula Wyman, RN, Cardiac Rehab - North Hills Hospital
NURSING ANNUAL REPORT

New Knowledge, Innovations and Improvements

"The most difficult thing is the decision to act, the rest is merely tenacity."

Amelia Earhart
The Institute of Medicine (IOM) published an important report in 2000 entitled The Future of Nursing. Contained in the report were a number of recommendations for positioning “nurses to take a greater role in America’s increasingly complex healthcare system.” As noted by the taskforce funded by the Robert Wood Johnson Foundation, our professional mandate is to lead change in order to advance health for our country. The recommendations included establishing Nurse Residencies which HCA North Texas nursing leaders did in 2014.

The HCA North Texas New Graduate Residency is a one year program including the initial 10 week Internship. The Residency is a structured progressive learning experience designed to support the new graduate’s safe and successful entry into practice in our settings. It is also designed to create a positive working experience where the new RN can flourish within his or her chosen specialty. Specially trained preceptors are provided to the Resident and regular supportive and educational sessions are conducted throughout the year. A Mentor is identified for the New Graduate to provide for ongoing consultative direction and support. The program culminates with a presentation of an evidence based group project designed to immerse the new RN into understanding his or her role as a change agent.

Since its inception in 2014 nearly 500 nurses have enrolled in the HCA North Texas Residency as a requirement of initial employment. The following chart reflects the total number of nurses in each cohort and at each hospital in the DFW Market. Deemed a success both in building confidence and competence, the New Graduate Residency has contributed to RN retention. The Program is gaining in popularity and effectiveness, is being replicated by other Divisions and now contributes to HCA being considered an employer of choice throughout the North Texas region.

“I liked the residency program that was provided. It helped me progress from a student to a RN. I also felt like physicians cared about their patients.” Edith Portillo, RN, Neuroscience - Medical City Dallas Hospital
Research

Annual Research Day

In August 2015 the 9th Annual Research and Evidence Based Practice Day for HCA North Texas was hosted by Medical Center of Lewisville at the Grand Theatre. An incredible day of learning was experienced by the 142 participants in attendance. There were 8 podium presentations and 31 poster presenters which made for a rich exchange of ideas. Key note speakers Dr. Karen Speroni and Dr. David Vulcano helped make conducting research come to life for the attendees. Dr. Speroni’s presentations included: Nursing Research: How Nurses Make a Difference and From Idea to Dissemination: Making Research Real. HCA’s Dr. Vulcano presented Human Research Subjects, Ethics and Research: What’s the Big Deal?

The Podium Presenters included:

Jennifer Rice, RN - Medical Center of Lewisville
Paula Hanna, RN - Medical Center of Lewisville
Kristin Farmer, RN - Plaza Medical Center
Sharon Wacht, RN - Medical Center of Plano

Nicole Gallo, RN - North Hills Hospital
Rodney Moffett, RN - Medical City Dallas Hospital
Linda Wyman-Collins, RN - Medical Center of Lewisville
Manda Adcock, RN - Denton Regional Medical Center.

In March of 2015, Michelle Hooks RN (current ED director) noted that Trauma Centers of America Association was calling for posters for their annual conference. The top four would be asked to do an oral presentation. We decided to formally write up our Headstrike Protocol since it was up and running a few months and our interns were helping with project. Michelle’s request to submit this for the TCAA came on a Saturday and the deadline was due by midnight that night, and I had a full team. But I quickly put the abstract together and we soon found out that we were selected as an Exemplar Practice and asked to do a presentation at their National Conference in Louisville, KY in October of 2015.

Currently, we are doing an IRB approved retro study to see if this protocol has made a difference in outcomes and length of stay.

- Sharon Wacht, RN

Each presentation was a powerful description of the nurse’s journey into scientific inquiry. Participant evaluations praised the content, value of the learning experience and applicability to their practice.

Poster Presentations were made by:

Jerry Kelley – NHH
Valarie Sanders – MCD
Amy Milliron – MCD
Kanlaya Ditthakasem – MCD
Kim Jobe – DRMC
Christine Elling – DRMC
Jean Biros & Debra Miller – MCM
Christa Coyle, Vance Simmons, Lana Gayler – PMC
Megan Rog & Jenell Campbell – PMC
Kristin Farmer – PMC
Debra Meeks – PMS
Angela Nooner – OUMC
Debbie Parris – OUMC
Adam Brzostowski, Brittany Horton,
Rebecca Terry – MCL
Melanie Springer, Melina Jones McCormick,
Oriana Cruz – MCL
Ramona Traverse – MCP
Hannah Barnett – MCL
Rita Whitney – MCL
Muy Seng, Janine Greenway, Brin Davis,
Annie Henning,
Mary Bailie – MCP

Posters covered a wide range of topics from which participants took away many ideas.
The Annual Research and EBP Day is sponsored each year by the HCN NTXD Research Committee co-chaired by Nicki Roderman, DNP, RN, CCRN, CNRN, CNO at DRMC and Sandy Haire, DNP, MHA, RN, NEA-BC, FACHE – CNO at MCP. Members of the Committee include: Georgetta Calma – DRMC, Dr. Rowena Yates – NTXD, Mary Bailie – MCP, Dr. Joyce Putnam – PMC, Dave Owen – MCM, Jency Abraham – LCMC, Casey Pedersen – AMC, Debbie Parris – OUMC and Dr. Diane Hawley from Texas Christian University.

Thank you to all the planners and presenters for another outstanding day of networking while promoting new knowledge, innovations and improvements.

TCU Research Fellowship
Texas Christian University (TCU) Center for Evidence Based Practice and Research awarded 4 MCL employees (below) for their outstanding presentations and posters. They are as follows: Gold Medal Winner for Best Poster - Lynda Wyman Collins; Silver Medal Winner for Best Poster - Hannah Barnett, Silver Medal Winner for Best Abstract - Jennifer Rice; Bronze Medal Winner for Best Abstract - Paula Hanna.

“I enjoy the people that I work with; the teamwork makes it all worthwhile!”
Kirsten Otsuji, RN, Med/Surg
- Las Colinas Medical Center
Nurses with Advanced Education

As part of the Strategic Plan for Nursing for HCA North Texas, the role of Advanced Practice Registered Nurses (APRNs) and Masters prepared clinically focused nursing leaders is growing. As Carol Gregory, CNE noted: “These nurses possess advanced knowledge and education, making them ideally suited to help raise the level of professional nursing practice within our settings and inspire nurses to continue their education. We want to encourage the nurse who goes on to become a Nurse Practitioner, Clinical Nurse Leader, Nurse Midwife, CRNA or Clinical Specialist to stay in our hospital settings in order to lead change and advance health. We are purposefully and strategically creating unique roles to keep them with us.”

Whether leading quality initiatives such as sepsis or wound care, providing consultation on cardiovascular protocols, running heart failure clinics or providing pediatric services, Advanced Practice Nurses play a crucial and esteemed role within HCA North Texas. The following is a partial listing of nurses with advanced education who lead the way for us every day:

Jolene Aitken, DNP, APRN, NP: PICU, OUMC Children's Hospital
Susan Baby, MSN, APRN: Director of Senior Clinic, MCL
Kara Bader, MSN, APRN: Cardiovascular Services, MCA
Julie Bates, DNP, APRN, NP: PICU, OUMC Children's Hospital
Susan Bedwell, APRN, CNS: NICU, OUMC Children's Hospital
Florence “Dorie” Bennett, MSSN, RN, CNI, CCRN: Sepsis Coordinator, NHH
Anju Bhatia, MSN-FNP, NP-C, WCC, CWS: Wound Care Nurse, LCMC
Allison Butler, MSN, APRN: Orthopedic Coordinator, MCM
Chrissy Cannady, MSN, APRN: Stroke Coordinator, MCM
Kelly Cole, MSN, CNI: Oncology, MCDH
Kathy Drescher, DNP, APRN, CNS-CC, CPNP, CNML: Director Congenital Heart Program, MCCH
Deborah Echtenkamp, APRN, MSN, CPON: APRN Mgr, Pediatric Hem/ Onc & Child Life, MCCCH
Jeanna Ford, APRN: Oncology Services, OUMC
Elaine Haxton, APRN, CNS: Stroke Coordinator, OUMC
Bonnie Honigsfeld, MSN, APRN: CV Coordinator, MCM
Kristi Ibera, APRN: Emergency Services, OUMC Children's Hospital
Regina Ketts, APRN, CNS: Trauma Services, OUMC

“"I love the people around me that I work with, and the management has been good to me. I look forward to working here for many years to come.”
Desiree Cortez, RN, HCCA ICU - Las Colinas Medical Center

Tiffany Ketze, ACNP-BC: Neurosurgery, MCP
Susan Kuehn, MSN, APRN: NICU NP, MCM
Jennifer Kurre Weber, MSN, RN, FNP-BC, ACNO, AOCNP: APRN, Cyber Knife, MCDH
Jenny Lamon, DNP, APRN, NP: PICU, OUMC Children's Hospital
Jennifer Langham, ACNP-BC, CCRN: Neurosurgery, MCP
Michael Limerick, MSN-RNP: Palliative Care Coordinator, MCDH
Carol Loeber, MSN-RNP: Pediatric Pain Service, OUMC Children's Hospital
Tamerah Luther, MSN, RN, CNL: Director, Risk Management, MCDH
Tracey Mast, APRN: Emergency Services, OUMC Children's Hospital
Cathy Miles, APRN: Emergency Services, OUMC Children's Hospital
Christian Mudd, AGACNP-BC, CCRN: Neurosurgery, MCP
Stephanie McDonald, MSN, RN, CPNP-AC: Ped Ortho/Neuro/ Craniofacial Sup, MCDH
Pauline McLarty-Nevers, MSN, APRN, ACNP-BC, CCRN: APRN, Dallas Valve Clinic, MCDH
Julie Miller, MSN, RN, FNP-BC: APRN Neuroscience/Orthopedics, MCDH
Kayti Montgomery, MSN, RNP: Diabetes Specialist, OUMC
Mandy Nelson, APRN, CNS: Medicine Services, OUMC
Nicole Nelson, MSN, APRN, ACNP-BC: APRN, CV Surgery Inpatient Service, MCDH
Angela Nooner, APRN, CNS: Oncology Services, OUMC
Debbie Parris, APRN, CNS: Pediatrics, OUMC
Children's Hospital
Linda Perron, APRN, CNS: Pediatrics, OUMC
Children's Hospital
Ward Radcliff, APRN, NP: PICU, OUMC Children's Hospital
Russel Rooms, APRN: Emergency Services, OUMC
Dayna Reust, DNP, APRN, NP: PICU, OUMC Children's Hospital
Lisa Robinson, ACNP, CCRN, CHFN: Cardiology, MCP
Sara Ruffner, PA-C, MMSc: APRN, CV
Surgery Inpatient Service, MCDH
Donna Sanders, ACNP, CCRN, CHFN: Cardiology, MCP
Rebecca Sherman, MSN, CPNP-AC: Crainio-facial APRN, MCDH
Hilary Slemp, APRN: Emergency Services, OUMC
Children's Hospital
Breaa Smith, AGACNP-BC, CCRN: Neurosurgery, MCP
Cheryl Thaxton, MSN, RN, CPNP, FNP-BC, CHPPN: APRN, Palliative Care, MCDH
Vo Trang, MSN, ANP-C: Cardiology, MCP
Whitney Watts, APRN, MSN-RNP: Pediatric Pain Service, OUMC Children's Hospital
Sharon Wengier, APRN, CNS: Women's Perinatal Services, OUWNC
Rachel Wheeler, MSN, CNL: Heart Failure Coordinator, MCDH
Rita Whitney, MSN, APRN: Wound/Ostomy Nurse, MCL
Genevieve Wilson, MSN, RN, CPNP-AC: Coordinator, Pediatric Cath Lab, MCCCH
Paula Wyman, MSN, RN, CNL, CMSRN: Director of Cardiac Rehab Program, NHH

Thank you to our APRNs, CNLs, CNSs, CNMs and CRNAs for their dedication to advancing their education, their role modeling and their reach in our settings to further our mission: “the care and improvement of human life”.

“I love working at OU Children’s because of my amazing coworkers and the support they provide me. From the physicians and nurse practitioners who are extremely helpful and knowledgeable, to the nurses who work side by side with me and will always lend a helpful hand or extend a hug. The nurses, supervisors, managers, nurse practitioners and my director all push me to be the best nurse I can be, and that is why I chose HCA.”

Natalie Enloe, BSN, RN, NICU - OUMC Children's
Workforce Grant

On October 29, 2015, the Texas Workforce held a Press Release announcing the granting of $527,022 for **Medical Center of Alliance** and El Centro College who had partnered to apply for a Job-Training Grant.

![Figure 1: TWC Commissioner Ronny Congleton (left of check) presents a $527,022 Skills Development Fund grant check to representatives from El Centro College and Medical Center of Alliance.](image)

The grant was used to custom train new workers to provide them with technical skills for healthcare management, nursing certification and case management. The grant was received in honor of Medical Center Alliance employee, the late **Tashalla Thomas, RN**.
“I am recognized as a valuable member of the ED team, and am also part of a highly functioning team of people who provide top notch, safe and kind care to the patients in our community. From the top of leadership to the bottom, there is a pride in the performance of all employees I work with, not because of fear, but because of a very positive work environment which promotes excellence in all areas of the hospital. In 30 years, I have never been in such a wonderful work environment.”

Ann Dutze, RN, BSN, ER Nights – Medical Center of McKinney
Empirical Outcomes

“Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.”

Marie Curie
In 2015, 490 Medical-Surgical Units participated in the HCA Unit of Distinction program for the first time. The Award was designed to recognize top performing Med-Surg Units based on a cross section of nurse-sensitive quality indicators. Those Units in the Top 5% received a $25,000 educational grant and those in the Honorable Mention Top 10% category received three all-expense paid conference registrations for the 2016 Association of Medical Surgical Annual Conference. Congratulations to our winners in the North Texas Division!

**TOP 5%**

**Medical Center of Lewisville**  
Telemetry/Oncology Department  
Kyle Bryan, Nursing Leader

**North Hills Hospital**  
Medical Surgical – 6th Floor  
Mary Williams, Nursing Leader
TOP 10%

Medical Center of McKinney
Orthopedic Surgical
Mark Lisonbee, Nursing Leader

North Hills Hospital
Medical Surgical
Mary Williams, Nursing Leader

Denton Regional Medical Center
Surgical/Ortho – 5th Floor
Amanda Adock, Nursing Leader

Denton Regional Medical Center
Medical/Oncology – 4th Floor
Mira Brown, Nursing Leader

Medical City Dallas Hospital
Medical Oncology
Beth Barnhouse, Nursing Leader
Under the guidance of Joyce Carver, RN, Vice President for Quality for HCA North Texas Division, and with the constant vigilance of nurses and other clinicians throughout HCA North Texas, a continuous performance improvement culture exists. Sharing best practices, innovating and tapping into the wisdom and knowledge of front line staff allows fresh ideas and new evidence based approaches to be deployed. Our commitment is to keeping our patients safe in every way possible.

With our aim for zero hospital acquired infections (HAIs), and zero hospital acquired conditions (HACs), year over year reductions in occurrences are being seen each year throughout HCA North Texas. Many of our hospitals have had zero occurrences in one or more in the indicators being measured.

<table>
<thead>
<tr>
<th>HAI or HAC</th>
<th>Reduction</th>
<th>% Reduction in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAUTIs</td>
<td>↓</td>
<td>47%</td>
</tr>
<tr>
<td>Surgical Site Infection Following Colon Surgery</td>
<td>↓</td>
<td>28%</td>
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<tr>
<td>Surgical Site Infection Following Abdominal Hysterectomy</td>
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<td>10%</td>
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<td>MRSA</td>
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<tr>
<td>Falls &amp; Trauma</td>
<td>↓</td>
<td>16%</td>
</tr>
<tr>
<td>Vascular Catheter Associated Infection</td>
<td>↓</td>
<td>20%</td>
</tr>
<tr>
<td>Deep Vein Thrombosis/Pulmonary Embolism</td>
<td>↓</td>
<td>50%</td>
</tr>
</tbody>
</table>

Figure 1: Percentage of reductions in occurrences resulting in safer care for our patients

“The reason I work at Plaza is because it’s all about the family atmosphere and the size of the facility. Everyone knows everyone. You’re not just a number and a badge but truly a person! I love the people I work with.” Mel Matus, RN, CCU – Plaza Medical Center
Unparalleled Patient Experience

Nursing Sensitive Indicators Impacting the Patient Experience

In HCA North Texas, nursing leaders round on their patients to supervise the clinical environment and assure the highest quality of patient care. Our model for professional nursing practice requires that patients are rounded on by their caregivers every hour during the day and every two hours at night for patient safety, to anticipate patient needs and to bundle our care for the greatest efficiency. In addition, we extend our care “beyond the walls” of the hospital after our patients go home. A post discharge follow-up call is conducted to convey our caring, reinforce patient education and reduce the likelihood of readmission.

According to Gary Hamel, co-founder of The Management Innovation Exchange and author of a book entitled: “What Matters Now”, a hospital visit is “one of the most emotionally charged events any human being can ever experience - something that is remembered for years afterward.” Anyone from the entire hospital care team can therefore make a dramatic difference during the course of this human drama.

As a result, we have placed great emphasis on measuring our patient’s perceptions of our nursing related activities in the HCA North Texas Division. Their recollections about Nurse Leader Rounds, Hourly Rounds and Post Discharge Calls are considered nurse-sensitive indicators, metrics which we consistently measure to help us drive improvement. Results from the data gathered by Press Ganey, our HCAHPS vendor are tracked closely.

As noted in the HCA Nurse Leader Rounding Toolkit, “rounding is a proactive activity involving listening, observing, and gathering information from patients about their patient experience.” When a Nurse Leader rounds on his or her patients, evidence shows that the patient perception of overall care improves by 53%! Our nursing leaders have been honing their skills over the past year in conducting effective Nurse Leader Rounds (NLRs) across our Division. Our patients are noticing as seen in Figure 1.

“...I chose Medical City because after the interview process and meeting some of the staff, I could see myself growing as a nurse on that unit. They showed me it would be the best learning environment. I was also excited to be part of a hospital with Magnet status it just shows that the nurses have voices and their opinion matter. The patient promise is something I take into consideration every time I get to work and it motivates me to be the best I can be.”

Roxana Amaya, RN Pediatrics - Medical City Dallas Hospital

Figure 1: Increasing frequency during 2015 of patients reporting that a Nurse Leader visited during their stay.
In addition, our nursing staff is developing skill in the area of frequent, purposeful rounding on their patients. This allows them to reduce patient anxiety while saving steps. While progress is being made, the emphasis will continue until nearly all our patients report that their nurses rounded on them every hour (Figure 2).

![Nurse Hourly Rounds - 2015](chart1.png)

**Figure 2:** Increasing percentage each Quarter of patients reporting that nursing staff rounded on them every hour.

Finally, follow up phone calls have increasingly become our routine which has not only served to build our reputation in the community for being compassionate caregivers, but has also resulted in some dramatic saves. (See section on Discharge Calls on the following pages). Even as our volume of patients served keeps growing, so does the number of patients we have been able to successfully connect with by phone for these important clinical caring conversations (Figure 3).

![Post Discharge Calls - 2015](chart2.png)

**Figure 3:** Increasing percent of patients reporting that they received a follow up phone call.
**Discharge Calls**

As a standard of nursing practice, along with hourly rounds and bedside shift report, HCA North Texas nurses conduct post discharge follow up calls. This practice that extends our caring “beyond the walls of the hospital” has built our reputation in the community and solidified our patients and families’ decisions that ours are their hospitals of choice.

But many of the calls have done much more than that. Many nurses have found themselves intervening in important and even lifesaving ways as a result of making that important call. Here are some dramatic examples:

“Twice recently, because of these calls this nurse has been able to get help to a person in need. During one call, a recently discharged patient stated that she was not feeling well and thought she may have a fever. This nurse encouraged the patient to come to the ER where she was found to have an infection and was admitted for treatment. During another call, a recent postpartum patient shared with this nurse that she was feeling helpless and desperate and was feeling like she may hurt herself or the baby because she did not think that anyone was listening to her. At this point the nurse / caller contacted the nurse manager who assisted in keeping this person on the phone while the husband was notified as well as the police, who made a home visit to assure the safety of mom and newborn baby.”

Thank you Lizy Abraham, RN - MCP

“One of our Paramedics was doing his PCM calls and reached an elderly patient that was not doing well. Because he CARED, he took it upon himself to contact the fire department and the patient was brought to us with a diagnosis of UTI. The patient was trending toward becoming septic and if she had not come in, I am sure she would have spiraled down quickly.”

Thank you Patrick Vance – DRMC

“I got a message from our PCM caller that mom didn't get to take any keepsakes home (Baby ID band) and the photographer never came by. Her baby transferred to newborn from our NICU. When I called her back to introduce myself and listen to her story I told her I would do whatever I could to help her have some keepsakes from her childbirth experience. I explained about how we strive for excellence always and apologized that her experience fell short of this. I promised her I would call back and let her know what I could gather. ...I went to L&D and worked with Ginny. We reprinted her baby’s label and made a baby band. I then went to the nursery and made her a baby girl hat with a big bow from our newborn hats. I also got a mini Leo stuffed animal. Before I left for the day I called her back and let her know I had some items to help capture the memory of her baby's birth. I confirmed her address and mailed them to her... the mom sound[ed] truly happy. She was gracious and thanked me for gathering these items for her. It felt really good to help recover an experience - even though it was after discharge!!”

Thank you Stephanie Howard, RN – MCDH

“Shortly before lunch nurse Jamie Johnson called an 80 year old female who was seen at MCM the previous day with a complaint of headache. Jamie began asking the standard questions on the call back manager and noticed the patient seemed to be “out of it”. Her first thought was maybe the patient was simply on medication she was discharged with from the ER. Instead of continuing the call back process, nursing intuition took over and she asked the patient if she was sure everything was OK. The patient then informed her that no, in fact she was not OK. She told Jamie that she had just stabbed herself and wanted to die. Obviously this call became an entirely different situation. Jamie flagged down colleague Amy Adams and told her to call 911 as they scrambled to pull a face sheet to get the fire department dispatched to the patient’s house. Jamie stayed on the line talking to her as long as she could, as Amy was on the line with Dispatch. The patient finally got disconnected but dispatch called her back and kept her on the line until EMS arrived. Upon her arrival to MCM main ED she was made a Level 1 Trauma and rushed immediately to surgery with 2 stab wounds to the thorax. She made it out of surgery with a repaired diaphragm and has since been transferred to our behavioral center for further evaluation.”

Thank you Jamie Johnson, RN and Amy Adams, RN – MCM ER at Stonebridge
“I am working with patients and families so grateful for one phone call that I am truly amazed at how impactful that one call is. I get to visit with them on a good day or a bad day and walk them through a process to help them feel better plus give them a sense that someone cares...I don’t think of this as a job, it is my calling. I’m so grateful to be able to be a part of a profession that gives me such a sense of self-worth.”

Deborah Morris, RN, Care Assure Navigator – North Hills Hospital
Recognition for excellence in nursing is critical for those who practice with humility and a servant’s heart. Never boastful, nurses often remain unsung heroes. Not in HCA North Texas.

**Extreme Nursing**

In September of 2015 a new tradition of recognition within HCA North Texas was begun. On a quarterly basis bedside nurses, nurse leaders and chief nursing officers join together to recognize and celebrate nursing excellence in a session which is now known as “Extreme Nursing.” During these sessions, held in the Board Room of the HCA North Texas Division office, individual nurses are recognized in front of the group and provided with a gift of appreciation. The remainder of the one hour meeting consists of formal presentations of best practices as well as an informal exchange of ideas. Extreme Nursing serves as a venue to advance our important work around creating unparalleled patient experiences.

Nurses recognized for their Extreme Nursing in 2015 included:

- **Susan Conn, RN** – DRMC for 30 years of pioneering leadership particularly within the EMS Community.
- **Jamie Johnson, RN** – PBED, MCM for life saving follow up to a former patient’s suicide attempt discovered during a post discharge call.
- **Amy Adams, RN** – PBED, MCM for life saving follow up to a former patient’s suicide attempt discovered during a coworker’s post discharge call.
- **Lynda (Lew) Wyman Collins, RN** – MCL for preventing intraventricular hemorrhage in the NICU patient population.
- **Ryan Read, RN** – DRMC for life saving follow up action after recognizing a neck mass which turned out to be thyroid cancer in a television personality.
Congratulations Susan, Jamie, Amy, Lou and Ryan for your extreme nursing!

Here is an email which her CNO, Nicki Roderman received from Ryan Read's Supervisor, Barbara Shaw-Harris following the Extreme Nursing session Ryan and she attended:

“I just wanted to thank you again for honoring Ryan with “Extreme Nursing”. It was a treat to see behind the curtain. I want to encourage you to continue the “Extreme Nursing” recognition. I hope you let the concept grow even bigger. What a positive way to bring people together! The NICU RN from Lewisville made a great change to her department and subsequently improved the outcome of countless babies down the road. What an accomplishment! She may be the spark that changes NICU practices division wide. It is great to know such things are happening in our division!”

Presentations for enhancing the patient experience at the Extreme Nursing Meetings in 2015 have been made by:

Renee Lobue, RN from DRMC
Dawn Kleckner, RN from MCDH
Carlene Headley-Obansa, RN from MCM
Jason Cain, RN from NHH

Our appreciation goes out to all these nurses for helping make Extreme Nursing a time of learning, sharing and celebrating.

Lifesaving Luncheons (right)

“When a life is saved, a celebration for those involved is held. The celebration is known as our Lifesaver Luncheon. The family is invited if able to attend. Physicians, EMS, hospital staff, the patients and their families unite in their celebration.
A curriculum was developed and taught at Medical City Dallas Hospital beginning in 2013 by then CNO, Carol Gregory, MSN, MBA, RN, NEA-BC and Magnet Program Director, Kathy Walton, MBA, BSN, RN, CPN. This innovative curriculum was designed to support communication for nurses for whom English is a second language.

After the HCA North Texas Division CNE role was established in 2015, Carol and Kathy worked with Division Manager of Onboarding Programs, Marci Ayers, MSN, RN, CMSRN, CNE, RN-BC, to expand the program throughout the Division. Marci was joined by Education Coordinator for LCMC, Beatrice Bisombi Ngo, RN who volunteered to help teach the class.

Foreign born nurses now take the class designed exclusively for them at the end of the day of Nursing Orientation to HCA North Texas. The class format empowers and supports them to focus on the patient experience. It also affords them an opportunity to share their success stories with one another. Existing HCA North Texas nurses are also welcome to attend to strengthen their communication techniques as well.

The program is flourishing under Marci and Beatrice’s passionate and enthusiastic facilitation. Participants who have taken the class represent a grand total of 38 different countries! These countries include:

- Belgium
- Ethiopia
- Israel
- Nigeria
- Rwanda
- Uganda
- Cameroon
- France
- Jamaica
- Peru
- Saudi Arabia
- United Arab Emirates
- Canada
- Ghana
- Kenya
- Philippines
- Sierra Leone
- Emirates
- China
- Hong Kong
- Korea
- Poland
- South Sudan
- Viet Nam
- Congo
- India
- Liberia
- Puerto Rico
- Taiwan
- Virgin Islands
- Egypt
- Indonesia
- Mexico
- Romania
- Thailand
- Zimbabwe
- El Salvador
- Iran
- Nepal

Our nursing culture, as rich in diversity as it is, is strengthened by our global influences. This class recognizes the value each individual brings to patient care delivery within HCA North Texas. Feedback from participants continues to be extremely positive. An example of emails sent to Marci by a class participant follows:

“I’m writing to let you know how much I appreciated you during orientation. On the last 2 days I watched you delivering your speech and I really believe that you are gifted, effectively communicating the HCA philosophy and its application in the real life. You have the unique ability to clearly instruct and communicate knowledge, building up the company and the spirits of the new employees. My major in Brazil was in Pedagogy and for years I worked in the Community Health field as an educator, so from my background I can recognize an educator that has developed an effective pedagogy and didactics; in other words you are gifted with the “art of teaching”.

“Thanks again for supporting the foreign employees and for recognizing all the extra efforts and obstacles we had to overcome to achieve the same position as an American nurse. I personally always felt protected by the Federal laws that prohibit discrimination based on national origin, which includes a person’s birthplace and culture. However, for several occasions I felt like I didn’t belong, because of my linguistic characteristics and the accent associated with my national origin, that was discriminatory in some cases; at the same time I do understand that there are legitimate reasons for job requirements, such as requiring that employees be fluent in English or speak in a way that can be easily understood by customers and coworkers. Unfortunately, sometimes an accent leads to the perception that [the] person can’t perform the job, so I’m glad to know that HCA supports their employees, understanding the importance of diversity. I don’t know other company that addresses the effect of accents, I personally do believe that every person should be aware of the possibility of unconscious bias against speakers with accents and I will be talking with my coworkers about the positive experience I had attending the AIDET with an ACCENT class at HCA North Texas.”
Consistent Earnings Outperformance

CONTROLLING SITTER USAGE

Working together as a team and sharing best practices, the HCA NTXD CNOs and ACNOs devised an effective plan to reduce the reliance on sitters. Sitter usage drives up hospital costs and often takes staff away from other assignments. A standardized policy was developed which provided for considering alternatives, greater family involvement, additional approval steps, physician conferences and early discontinuance. With the help of front line staff and unit Charge Nurses, the new processes were put in place in September, 2015 with Quarter over Quarter improvement seen. Over 1,270 hours were saved between 3rd and 4th Quarters (Figure 1).

Figure 1: 2015 Sitter Hours in DFW before and after deploying best practices.

PATIENT THROUGHPUT

Performance Improvement efforts continued in 2015 directed at patient throughput under the guidance of Dr. Scott Robins, Division CMO. Facilitating an efficient discharge process improves not only the experience for patients leaving the hospital, but makes beds more readily available for those entering the hospital. Working together as a team physicians and nurses made significant progress on many throughput metrics. An example is seen in Figure 2 below.

Figure 2: Average Time in Minutes for Discharged Patients Leaving for Home. Goal = 120 minutes

“I have worked at Plaza for 20 years now and have worked with some of the most caring, smart, friendly people I’ve ever known. And over the years, having formed relationships with many patients and their families has been a real blessing.”
Rebecca Freeland, RN, Outpatient Surgery – Plaza Medical Center
"Champions keep playing until they get it right."

Billie Jean King
Dyad Rounding

In partnership with the Questcare Hospitalists group, Dyad Rounding was deployed in several HCA North Texas hospitals in 2015. Dyad Rounding is a component of the HCA North Texas Nursing Strategic Plan as one of many tactics to promote nurse/physician collaboration. What is Dyad Rounding? This rounding concept is actually nothing more than a fancy term for what once was a more commonplace practice: doctors and front line nurses rounding together simultaneously on their patients.

Today, to accomplish this in the current complex milieu of any given medical surgical unit takes prior planning and logistical support. In the HCA North Texas hospitals which have deployed this component of care, notification is made by the physician approximately 10 minutes before he or she plans to arrive on the unit. Primary nurses are then freed up by their coworkers if necessary in order to join the doctor when he or she rounds on their assigned patient(s).

Frontline nurses have created a Dyad Rounding tool template to expedite the conversation with the patient by the physician/nurse dyad team. The tool prompts discussion on such items as: overnight events (changes in LOC, cardiac changes), opportunity to discontinue foley or other indwelling lines, DVT prophylaxis, wound & skin assessment, pain control, fall risk or injury risk assessment, diet and activity status, recommendations from therapies, physician consults, test results, and discharge planning.

Systematic review of these items along with providing time for the patient to ask questions, often reduces the need for having to call the physician later. Dyad rounding enables the nurse to more easily reinforce the physician’s explanations and instructions having been a part of the conversation. This leads to greater adherence with the plan by patients and more activation in their care.

The advantage to physicians, nurses and patients alike is improved communication. Dr. Darren Clark at North Hills Hospital and Dr. Jaya Kumar at Denton Regional have served as early trailblazers for this process which is now expanding within hospitals across our Division. Dr. Clark’s comments about Dyad Rounding is that it “has fostered team cohesiveness with the nurses as well as patients feeling more involved in their care as well as their perception of teamwork between hospitalists and nurses.” Dr. Kumar describes DYAD rounding as “a team based approach to health care which involves RN-MD rounding together to improve patient satisfaction, reduce medical errors, improve communication and decrease the number of phone calls to the MD.”

Figure 1: John Darren Clark, MD, Hospitalist and Kumbah Saah, RN, preparing for Dyad Rounding in the Medical/Surgical Unit at North Hills Hospital.

Figure 2: Dr. Jaya Kumar and Sonya Humphrey, RN conducting Dyad Rounds on the Medical Unit at Denton Regional Medical Center.
The North Texas Division Med Surg Council was established in October 2015 and is comprised of managers and directors of Med-Surg departments across the division.

Tabitha South, Director of Med-Surg for Medical Center Plano was asked to serve as Chair and graciously accepted.

The primary goals of the Council are:

1. Gleaning and sharing of best practices
2. Strengthening communication and collaboration across the division
3. Improving Med Surg outcomes
4. Supporting the HCA Unit of Distinction (UOD) program

Since its inception, under the leadership of Tabitha South, the Council has:

1. Collaborated with the Division CIO and CNE to complete a Technology needs assessment with results to be presented to the IT Steering Committee in Q1 2016 for evaluation of next steps.
2. Developed 4 working subcommittees to focus on staffing to patient needs, improving the medication reconciliation process, harvesting best practices for throughput and standardizing training for Med-Surg nurses.
3. Created an Outlook distribution list for the council to ease access to communication and collaboration.

In 2015, 18% of the Med Surg departments in the division were recognized as Unit of Distinction or Unit of Distinction, honorable mention. (See separate article entitled Units of Distinction). In 2016, our goal is to increase the number to at least 30% of our departments to be recognized.

With the partnership established between IT and Med-Surg Nursing leaders through the newly formed Med-Surg Council, the voice of front line nursing is being heard. The mantra of IT&S has now become “We take care of our nurses, so they can take care of our patients.” Quarterly Partner Focus Rounds by IT on nursing units are now underway. (See Nurses Asked IT&S on next page).

In 2016, we will continue to evaluate the work of the subcommittees and look for opportunities to spread best practices across the division. We will also be completing a gap analysis for each facility in relation to the 2016 UOD program and utilize the council and subcommittees to address and improve performance in those areas. We will also be partnering with the North Texas AMSN chapter to increase involvement and engagement of our nurses in their professional organization. As a council, our goal is to push our teams to strive for Excellence in Medical Surgical Nursing and provide top notch outcomes and patient experiences for those we serve.

“I work at MCL because the employees at this hospital are some of the best people I’ve ever met. From doctors and nurses to the housekeepers and Café’ staff, everyone cares about each other and cares for the patients and their families.”

Joshua Scarborough, RN, ICU – Medical Center of Lewisville
Nurses Asked IT&S

Can you help us be more productive? Yes!

- **Med Surg Initiative:**
  - 71 Survey responses
  - 16 Partner Focuses performed
  - 113 Keyboards replaced
  - 90 mice replaced
  - 86 patient room PC’s cleaned
  - 55 Neurons checked
  - 92 cables neatly managed
  - Hundreds of PC’s checked

- **Barcode Scanner Initiative:**
  - **POU:** 422 scanners validated!
  - **Patient scanners:** 3775 scanners validated!

- **PC Cabinets in rooms:** now standardized moving forward across the division

- **ED Kiosk:** improve RN productivity during ED patient registration

- **2016 plans:**
  - Quarterly Partner Focus’
  - Weekly rounding on floors

We walk beside you with our IT&S Nursing Team

1. IT Director
2. Managers
3. Physician Support Coordinator
4. Sr. Clinical Analyst EBOS Specialists
5. Senior Clinical Analysts
6. Clinical Analysts
7. Division Clinical Specialists

30 team members or 14% of our IT&S staff are nurses.

Can you make it easier for us to document? Yes!

- **IV Documentation:** we improved ability for you to document IV start/stop times
- **Visimobile:** pilot at Plano will reduce manual capturing of vital signs
- **Patient Monitor Interface:** Carescape will reduce manual documentation of vital signs
- **CPN Order indicator:** improve RN efficiency in Women’s by reducing the amount of systems used

Can you help us with patient communication? Yes!

- **iMobile:** pilot will be at Medical City – allows secure texting and integration of nurse call
- **Nurse Call improvements and telephony integration:** will integrate with your existing wireless phones or iMobile iphones

Can you help us with patient safety? Yes!

- **GE Hand Hygiene:** increase RN’s hand washing compliance and reduce HAC’s
- **C-tracker:** increased visibility of patient status for RN’s on floors
- **OR tracker:** increased visibility of patient and surgical status for RN’s in OR
- **ED Hopscotch:** increased visibility of patient status for RN’s in the ED
Our Nursing Commitment in 2016

We understand that there isn’t always time for nurses to call the Service Desk, so we are putting in place proactive measures with weekly rounding and the more comprehensive quarterly Partner focus to help you.

We want to continue to integrate systems to make it easier to document and to save you time so that you can spend it with your patients.

Bottom line... we want to make your lives easier and we want you to know how much we care about what it is that you do.
“My hospital supported me both personally and professionally and allowed me to prove to myself and my peers that it is possible to rebuild your life... I completed 2 years of TPAPN. I will have 7 years of sobriety in April and I could not have done it without the love and respect from my colleagues and mentors here. I feel like my work and usefulness to others is my amends to the nursing profession and my appreciation to those who took a chance on me.”

Jane Calloway, RN, Clinical Quality - Medical Center of Lewisville
"My grandfather once told me there are two kinds of people: those who do the work and those who take the credit. He told me to try to be in the first group; there was much less competition."

Indira Gandhi
The longstanding annual tradition of recognizing 100 Great Nurses in DFW at the Morton Myerson Center once again took place in May of 2015. The honorees included a number of our highly deserving nurses from HCA North Texas. The DFW Great 100 Award is given to recognize nurses for their excellence in both the art and science of nursing. Nominated by colleagues, patients or families, the winners are paid tribute during an evening of joyous celebration. Thirteen HCA North Texas Nurses were selected in 2015 for being role models, leaders, community servants, compassionate caregivers and for their significant contributions to the nursing profession as a whole. Congratulations to our following winners for achieving this highly esteemed and prestigious honor in 2015!

**Medical City Children’s Hospital**
Amber Alipour  Angela Vulich  Jim Allard

**Medical Center of Plano**
Jessica Wilson  Carol Loe

**North Hills Hospital**
Jennifer Reynolds

**Plaza Medical Center of Fort Worth**
Mary Roberts

**Las Colinas Medical Center**
Jeremy Roundtree

**Medical City Dallas**
Jeanne Vogel  Jeff Riley  Michelle McNinch  Tamerah Luther  Trayce Rhoads

“When I think about all the opportunities that nursing has brought my way, I realize the future for nursing is unlimited. From bedside nursing...to marketing oncology services for the largest healthcare corporation in America, my nursing career has shown me the possibilities are endless to serve patients, educate the community and in the end, change lives.”

Daly Bell, RN, Oncology Specialist (Sales Team) – OU Medicine
By year’s end the nomination process for the 2016 award was already underway. Mark your calendars now for the 2016 celebration which will take place on May 3, 2016. The following highly deserving nurses from HCA North Texas were nominated:

**North Hills Hospital:** Dorie Bennett, Tara Brindley, Laura Burch, Jason Cain, Josh Cochran, Shelly Culbertson, Nicole Gallo, Michelle Gamiao, Virginia Johnson, Scott Muchow, Sandy Routly, Lisa Shada, Jason Shultz, Carleen Stout, Denise Torres, Shelby Trickett, Eunice Valai

**Las Colinas Medical Center:** Jency Abraham, Beatrice Ngo Bisombi, Charlaine Crocker, Kimberly Petty, Tina Sturgill, Araceli Wilson

**Medical Center of Plano:** Lizzy Abraham, Laurie Clemencich, Rianne Deer, Sandi Gill, Christie Guiterrez, April Kimbell, Eileen Karrane, Karen McCarthy, Courtney Pfiel, Susan Sietz, Tabitha South, Kristin Ulsh, Michele Varney, Beth Vaughn

**Medical City Dallas Hospital:** Stephanie Best, Heather Boyd, Adrian Branch, Savannah Brock, Kim Carter, Nenita Cuellar, Kelly Cole, Marlo Cooper, Donna Culbertson, Maria Davila, Kara Eastom, Sarah Green, Teresa Hockaday, Rachel Issac, Smitha John, Suja Joseph, Brittany Kendlehurt, Hyun Chu Kim, Kammie Lancaster, Emanuel Lungu, Stephanie McDonald, Laurel, Merritt, Rodney Moffett, Suzanne Moore, Shivasa Niduasa, Hisayoo Pelton, Chris Pendergrass, Debra Pool, LaShay Powell, Rick Reddick, Carolyn Schaefer, Sheila Serrano, DeeAnna Smith, Cynthia Stock, Heather Stockman, Kacey Stokes, Jenna Taylor, Kelsey Vinson, Tonya Vo, Eric Wellborn, Christi Zumwalt

**Plaza Medical Center:** Vicki Cerney-Powell, Betty Coulter, Remedios Eloriaga, Megan Gallegos, Kevin Inderhees, Kate Melton, Diana Nguyen

**Medical Center McKinney:** Amanda Faggart, Heather Gilbreath, Kim Hatchel, Carlene Headley-Obansa, Robert, Lee, Laura Nix, Debra Miller, Mike Mixson, Antonio Moscoya, Cassidi Roberts, Joy Stucki, John Summers, Susan Thomas

**Denton Regional Medical Center:** Melanie Hardy, Cindy Lang, Dean Miller, Amber Parman, Crystal Perry, Liz Rock, Barbara Shaw

**Medical Center Lewisville:** Kyle Bryan, Anna Ounanian

**Medical Center Alliance:** Staci Birman, Michelle Blair, Connie Linwood, Renee O’Dell, Amber Reyna, Tashala Thomas

**Medical Center Arlington:** LaTosha Boldware

**HCA North Texas Division:** Joyce Carver
How does one begin to describe the depth of caring, competence and excellence represented by these 2016 Great 100 Nominees within our HCA North Texas family? Excerpts from letters of nomination for the various nurses from the extensive list above perhaps say it best.

**Role Model**

“As a staff nurse, this nominee exemplifies servant leadership first by always being available to serve as a relief Charge Nurse. She volunteered to take on computerized physician order entry and represent the Clinical Decision Unit as well as all of Med/Surg. This nurse provided many hours of training to physicians and staff as she was on the Super User team. This nominee also is a role model for teamwork at its finest. She thrives not on her own successes, but on the successes of her team and is quick to thank the staff for all of their hard work.”

**Leadership Qualities**

“She is our calm and strength during emergent deliveries and codes. She leads the way with advanced education and certifications. She empowers others to follow her lead. She is compassionate and kind when dealing with daily issues and provides exceptional support to her direct reports. She doesn’t solve our problems for the staff, but instead gives them tools to solve their own problems. She is reasonable and fair in discipline. She has built an environment of just culture where the staff learns from mistakes.”

**Compassionate Care Giver**

“This benevolent nurse introduced a compassionate element of patient-and family-centered care through the addition of a Silver Tray Service. This courtesy provides a small, but meaningful comfort to families so that they do not have to forgo their own needs of nutrition and hydration while they choose to remain at the bedside of their loved one. When an order is placed for Silver Tray Service, our dietary partners deliver an elegant cart of water, coffee, sodas and light snacks directly to the room of a ‘comfort care’ patient. Every single family that has received this service has expressed so much gratitude for the emphasis being placed not only on the patient, but on their family as well”.

**Service to the Community**

“Outside of work, she is active in the community through church, serving as a liaison for Korean immigrants in the North Texas community. She provides interpretation services and transportation to and from local stores and healthcare visits, when she is not working, regardless of the time or location. She spends countless hours volunteering her time to help those in need, elderly neighbors and friends who have limited family and/or financial support.”

**Significant Contributions**

“He has helped improve Overall Sepsis Mortality from 35% to 20%. But perhaps more impressively improved Septic Shock Mortality from 56% to 17%. He helped create new Sepsis Bundles that ensure Core Measure Compliance as well as improve mortality. Through collaboration with physicians, he has improved bundle compliance in the Emergency Department from zero percent compliance to over 60% compliance. He also leads a multidisciplinary group including physicians that are dedicated to improving the care of the hospital’s septic patients. Lastly, he has developed an in-house Code Sepsis Team to help expedite care of a patient identified as septic.”

We know all of our nominees are deserving of this prestigious award and wish to honor them for their dedication to our patients, to their colleagues, to their communities and to our profession. Good luck to each of our 2016 amazing nominees!
Excellence and Inspiration

Nursing excellence not only creates a magnetic culture but it inspires us both personally and professionally. The following stories have been captured from settings across HCA North Texas and are reflective of the level of caring our nurses bring to bear for our patients, their families and our communities on a daily basis.

OUMC: Liz Webb, RN – Director of Trauma Services. It was a Saturday morning in October when NCAA football was in full swing. A Sooner fan, Liz Webb woke up that morning, dressed in red and white Sooner attire and was readying herself to go the game in Norman when she received a message that the homecoming festivities in Stillwater had been halted by tragedy. Someone drove their car through the parade barricade and crashed into the homecoming crowd. Mediflight helicopters and ambulances were bringing patients to OUMC, a Level 1 Trauma Center. Without being asked, Liz drove to OUMC rather than to Norman. She worked with the staff to prepare to receive patients. She personally accompanied parents looking for their loved ones to the Children's Hospital ED. On that day 4 people died and 46 were injured. Liz is a nurse who recognizes the importance of extending herself to every patient, every time.

DRMC: Crystal Perry, MSN, RN – Trauma & Stroke Coordinator. Crystal created and organized an Annual Veterans Remembrance Day and 9/11 Remembrance Day at the hospital. She helps teach the “Shattered Dreams Program” put on by multiple school districts showing high school students the devastating effects of alcohol and drugs through realistic reenactment of fatal accident scenes. She recently assisted in arrangements for a critically injured patient's family living in Mexico to travel to see him.

MCA: Robert Henking, RN-BC, CMSRN, CRRN – “The Boss”. As a Unit Supervisor, staff are drawn to his fatherly demeanor and willingness to teach. Robert is a certified Med/Surg nurse, and very knowledgeable about disease processes and treatment options. He actively participates with physicians to plan patient care. Patients and family members request him specifically. Robert has a certain serenity about him that puts the staff, patients and family members at ease. The staff is drawn to him to the point they call him “Boss”, including some of the doctors. A lymphoma patient who had been receiving chemotherapy every 3 weeks on the unit always had Robert as his admitting nurse or supervisor the day he came in. On one of these admissions, Robert was off and the patient would not let anyone touch him to access his port except Robert. Robert was called and did not hesitate to come in. He went the extra mile to apply Lidocaine on the port knowing it had to sit for an hour. Robert patiently waited for the medication to take effect to prevent the patient from experiencing any unnecessary pain.

MCCH: Kim Schutner, MS, BSN, RN, CCRN – Critical Care Educator. Kim spearheaded the hospital’s participation in a Quality and Patient Safety Collaborative with other Children’s Hospitals across the nation to reduce HAIs and HACs in the pediatric population. Collection and submission of outcome and process data which she oversees is essential to participate in the Collaborative.

GOH: Mary Herald, RN – Clinical Nurse Auditer. Mary personally worked with physicians to provide education regarding HBIPS/Core Measure documentation. She worked in tandem with IT&S to develop Meditech screens to support staff’s success. She meticulously combs through charts to ensure every component is included. Her strong dedication to her work and passion for positive patient outcomes make her an outstanding role model for others in the profession.

MCP: Linda Van Pelt, BSN, MA, MBA, NE-BC, CHPN – Palliative Care Coordinator. Linda designed a 4-part education series for staff and physicians which increased referrals for palliative care consults by 63% from 2013 to 2015. She designs a fluid set of treatment options with input from patients and family members and has provided mentoring for other HCA North Texas hospitals in the implementation of their Palliative Care programs.

"People will forget what you said. People will forget what you did. But people will never forget how you make them feel."

Maya Angelou
NHH: Cindy Lena, RN – Case Manager. NHH received a call from the local EMS Chief about a potential CPS case, with children ages 1 and 8 who had been taken to the ED at North Hills. When they arrived, Cindy consoled the children and she took it upon herself to go to the store and buy both children clothes and diapers as they had not been bathed in a very long time.

PMC: Megan Gallegos, RN – ED Director. Megan lead her department to reduce the time for patients being admitted to the hospital by an average of 100 minutes, decrease patients holding in the ED by 23% and achieve the 75th percentile in patient satisfaction by the end of 2015.

DRMC: Judy Jeanes, RN – Oncology Nurse Navigator. Judy works with patients as they make the next round of decisions after having received a devastating diagnosis of breast cancer. Having worked as a cancer nurse for nearly 40 years and as a cancer survivor herself, Judy volunteers as well for cancer fundraisers. She said: “Back when I learned [at 38] I had cancer, I had a 16-year old and a husband. I made a bargain with the Lord. I said “Let me use this” if he would let me live. Be careful what you ask for, because that opened the floodgates. So many people have reached out to talk with me when are they are diagnosed. I have talked with hundreds of women, and not just breast cancer patients. People know they can call me.”

DRMC: Ryan Reed, RN – Day Surgery Nurse. “Being a nurse isn’t something that is easy to shut off, it’s the knowledge that you have, you are constantly using it every day.” On one of her days off, Ryan was watching an episode of “Flip or Flop” on TV. She noticed a lump on the star of the shows throat. She thought he should have it checked out so she emailed the producer to get the message to him. After receiving the email, the star was diagnosed with thyroid cancer and quickly scheduled for surgery to have his thyroid removed. His comment was “It takes a special person to see something and take action on it. If it wasn’t for that email, we probably would have never known I had cancer… it has been life changing.”
Physicians Prescriptions

WHAT PHYSICIANS SAY ABOUT HCA NORTH TEXAS NURSES

“The compassion towards her patients is unparalleled. When she first began her ascent into leadership, my only concern was she would have less direct patient contact. I still get chances to see her compassionate care when we are extremely busy and she helps with patient care. Patients love her and physicians love her taking care of patients.”

(Excerpt from a Great 100 nomination letter for a nursing leader at MCM)

Dr. Corcoran – Medical Center McKinney

“When the nurses on L&D call me they tell me exactly what I need to know. They are thorough yet succinct. I can rely on the accuracy of their assessments.”

Dr. Coulter-Smith – Medical Center Alliance

“It is truly a privilege working side by side with our CHSU nurses, caring for the most consistently challenging patient population in a family-centric environment and achieving outstanding outcomes. Our heart program could not and would not exist without them and it is with deep gratitude that I express my appreciation.”

Dr. Eric Mendeloff – Medical City Children’s Hospital

“The nurses in our Neuro ICU and our Surgical ICU are outstanding.”

Dr. Omar Selod – Plaza Medical Center

“She demonstrates the perfect balance of clinical acumen and warmth. She treats every patient and family, no matter what the cultural differences, as if they are her own children. She knows all of the patient’s preferences - from their favorite movie to how they prefer their central line be flushed. She is especially wonderful with our adolescent and young adult population who often beg me in clinic to request her as their primary floor nurse.”

(Excerpt from a Great 100 nomination letter for a nurse on 6D at MCCH)

Dr. Stan Goldman – Medical City Children’s Hospital

“The nurse managers here at DRMC are great.”

Dr. Robert Connaughton, MD – Denton Regional

I can’t say enough about the excellent nurses at MCP.

Dr. Thomas LeVoyer – Medical Center of Plano

The nurses in the Cath Lab and on the 2nd and 3rd floors are very good. We feel confident when they are taking care of our very sick cardiac patients. The nurses do a good job helping new nurses get up to speed quickly too. We appreciate when the nurses in the Cath Lab proactively text about bed placement for a particular patient. They go above and beyond. We love working here.

Dr. Vinit Lal & Dr. Matt Fay – North Hills Hospital
“I came to work at OU Children’s NICU because of the innovation and treatment options that are offered to the tiniest patients in Oklahoma. I love working here because of the team of people that work here to save and change the lives of families. I truly believe I work in the best NICU in Oklahoma with the best team of nurses, RT, OT, PT, Doctors, and the support services. Everyone takes pride in the work done at OU Children’s and cares for their patients and their co-workers like family.”
Myka Oberlechner, RN, NICU - OUMC Children’s
A big THANK YOU to all of our nurses!

HCA ASSETS / ACCESS POINTS

HCA North Texas