

2017 NURSING ANNUAL REPORT



DECIDE. COMMIT. SUCCEED.

McLeod
Regional Medical Center

Letter from the Chief Nursing Officer



Welcome to the McLeod Regional Medical Center (MRMC) Nursing Annual Report. As Chief Nursing Officer, I am pleased to share this correspondence about nursing at McLeod. This edition is designed to acknowledge how nurses: Decide, Commit and Succeed in their dedication to nursing.

This annual report serves to educate readers in nursing engagement through Transformational Leadership, Structural Empowerment, Exemplary Professional Practice and New Knowledge, Innovations, and Improvements throughout the nursing profession.

It is my pleasure to work in collaboration with nurses at all levels in the organization to maintain, improve, and grow the profession of nursing. Our nurses are led by a common philosophy, care model, policies and practice standards. We strive to create the best environment for our employees and patients by informing and engaging every nurse in their practice.

Each component of the report continues our focus on the Magnet Journey, enriching who we are and how we practice. The statistics provided in this edition demonstrate how the profession of nursing continues to evolve at McLeod Regional Medical Center. Through the constant pursuit of nursing excellence, our statistics and outcomes steer growth and drive forward thinking using strategic planning. Collaborating as a multidisciplinary team, our nurses are continuously enhancing healthcare. We appreciate the day to day commitment to serve patients who entrust us with their lives.

Tony Derrick, MSN, RN
Chief Nursing Officer
McLeod Regional Medical Center

Mission, Vision & Values of McLeod Health

The **Mission of McLeod Health** is to improve the overall health and well-being of people living within South Carolina and eastern North Carolina by providing excellence in health care.

The **Vision of McLeod Health** is to be the Choice for Medical Excellence.

A set of common values unites each and every person at McLeod in preserving our mission to cure and our passion to care. The **McLeod Core Values** include:



The Value of Caring



The Value of the Person



The Value of Quality



The Value of Integrity

Table of Contents

Transformational Leadership4

Structural Empowerment.....8

Exemplary Professional Practice16

New Knowledge, Innovation and Improvements18

Empirical Outcomes22

Journey to Magnet24

Transformational Leadership

Growth in Nursing at McLeod Regional Medical Center

Judy Bibbo's nursing career spans more than 35 years. She has worked as a registered nurse in Maryland, West Virginia, Pennsylvania, Virginia, and South Carolina.

A native of Petersburg, West Virginia, Judy had a desire to care for patients at an early age when she became a junior volunteer at just 11 years old and served as a nursing assistant in high school. She further pursued a career in healthcare, receiving an associate degree in nursing from Allegany College of Maryland and a bachelor of science degree in nursing from West Virginia University.

Relocating to Florence, South Carolina from Virginia with her family in 1993, Judy researched the area and determined that there was only one hospital that best matched her personal philosophy and values as a healthcare professional -- McLeod Regional Medical Center. She applied for a part-time staff nurse job in the Cardiac Care Unit (CCU). That first interview led to McLeod Leadership asking Judy to interview with others because of her many years of clinical and leadership experience. She was soon offered full-time work in the Medical Intensive Care Unit (MICU) as its director.

Judy soon realized a need to complete her post-graduate work. She spent her days as MICU Director at McLeod, and drove to Charleston in the evenings, working toward her master's degree at the Medical University of South Carolina. By this time, she had also been named the Nursing Director of a new hemodialysis program created at McLeod.

Within a few more years, Judy was offered the opportunity to lead Regulatory Review, which is now known



Judy Bibbo, Vice President of Patient Services, has dedicated nearly 40 years to the field of nursing.

as the Survey Readiness Director. Later, she assumed the role of Interim Radiology Director for eight months. Judy resumed her regulatory work and was promoted to Associate Vice President for Medical Services.

Judy worked with Medical Services, Women's and Children's Services, and Cancer Services, and was promoted to Vice President of Patient Services for Women's and Children's Services, and Cancer Services. She has also led the Medical Services and Clinical Services teams in this role.

Each new challenge has allowed Judy the opportunity to provide leadership along with service to the community, patients, and staff. In her work, Judy most enjoys the people and answering the calling to care for others.

Her role as Vice President of Patient Services now includes: Cancer Services for McLeod Regional Medical Center and McLeod Seacoast, as well as oversight of Laboratory, Radiology, Neurodiagnostics, Pharmacy, and Research for McLeod Regional Medical Center.

Judy believes it takes every staff member to provide quality of care, with no one role or individual more important than another.

"Together, the entire staff must continuously look for ways to improve quality, service, safety, and cost effectiveness," she explained. "The work must begin by looking at an evidence-based approach, considering data and how they measure up, then working as a team of healthcare providers to improve care from all aspects while keeping the patient at the center of our focus."

Much of Judy's work now involves hiring the right leaders, challenging them to always seek improvements, and providing support to them as they lead and direct their areas of responsibility.

Judy's long-held passion for her work makes it easy to see why she has dedicated nearly four decades to the field of nursing, benefitting both patients and her colleagues.



Ernest Singletary, CRNA, MHS
Anesthesia

"In 1992, I worked as an orderly at McLeod with the goal of becoming a nurse. While in nursing school I advanced to the role of MST working in the McLeod HVICU. From the very first time I entered this unit, I knew I wanted to work there. By the time I graduated, I had learned so much from working with the nurses in the ICU while in school. I like to think I didn't choose McLeod, but McLeod chose me to continue my career in nursing.

After going back to school to pursue my CRNA I returned to McLeod with the plan that I would work here for a couple of years and then move out of state. Well, 16 years later, I'm still here. Working in the OR at McLeod allows me to care for patients with a great team of nurses, techs, surgeons, and anesthesiologists. I get to do what I love (anesthesia) with some of the BEST co-workers ever."

~ ERNEST SINGLETARY, CRNA, MHS

"I began my career with McLeod 20 years ago as a CST before deciding to go back to school to pursue my RN degree. After graduating nursing school, I remained with McLeod because of their commitment to excellent patient care, knowing I would gain great work experience. McLeod is constantly growing and progressing. Every day there is something new to learn and ways of advancing my nursing skills.

I am proud to be a McLeod Nurse because of the great compassion and care that is shown to our patients on a daily basis. When I think of the best care available, McLeod immediately comes to mind and who would not want to be a part of that."

~ VICTORIA DOZIER, RN, CNOR, RNFA

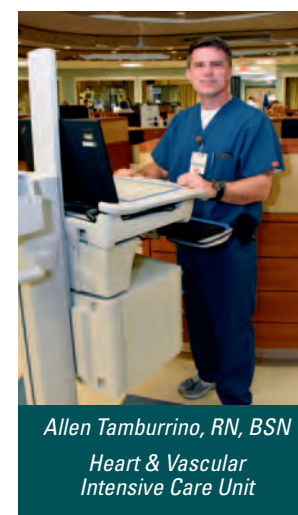


Victoria Dozier, RN, CNOR, RNFA
Operating Room

"I started working in HVICU 26 years ago as a tech. While in nursing school, we rotated clinicals at all of the Florence hospitals. Back then McLeod had the reputation of being the biggest, brightest hospital with cutting-edge technology. Today, we maintain that reputation. I continue working at McLeod because it is a privilege to work alongside this team of people.

I am honored to be a McLeod Nurse because of the culture McLeod represents."

~ ALLEN TAMBURRINO, RN, BSN



Allen Tamburrino, RN, BSN
Heart & Vascular
Intensive Care Unit

McLeod Nursing Honors

DAISY Nursing Award

Registered Nurse Jennifer Morris was named the first DAISY Award Recipient for McLeod Regional Medical Center on December 21, 2017. Jennifer, a nurse on the Labor & Delivery Unit, was nominated by patient, Brandi Rogers.

Jennifer Morris holds the distinction of being the first McLeod Nurse to receive the DAISY Nursing Award.

To recognize those Nurses at McLeod Regional Medical Center who are true examples of Nursing Excellence, patients, family members and co-workers may nominate nurses for the DAISY Award for Extraordinary Nurses. The award is part of the DAISY Foundation's program to recognize the super-human efforts nurses perform every day. Recipients of the DAISY Award are chosen by the DAISY committee led by nurses at McLeod Regional Medical Center.



Merit Award Winners

The McLeod Merit Award is given by McLeod employees who nominate their fellow co-workers for exemplifying the McLeod Values and reflect our mission to improve the health and well-being of our communities. These recipients are recognized for their compassion, enthusiasm, and dedication to their profession, as well as their willingness to help others. Nursing recipients of the McLeod Merit Award in 2017 include:



Nicole Casey, BSN, RN



Amanda Cockfield, RN



Karen Ellis, RN



Jessica Joint, RN



Kim Morris, RN



Melissa Page, RN



Adriane Poston, RN

Good Catch Award

The Medication Safety "Good Catch" Award is presented to nurses who have identified potential or actual medication safety concerns. Nominations are submitted for the "Good Catch" Award through the Improve the Process link on the McLeod Compass. The Medication Safety Committee selects recipients of this honor. Those honored in 2017 include:



Jessica Roles, RN, Orthopedics



April McAlister, RN, Cardiology



Annie Gowdy, RN, Emergency Department

Not Pictured: Jessica Bazen, RN, Medical II and Kayley Miles, RN, Medical.

The Medical Safety Committee also recognized the McLeod Children's Hospital and PICU teams for Alaris Guardrail Compliance in 2017.



Nurse of the Year Award 2017

The Nurse of the Year celebration is conducted annually in May as a celebration for National Nurses Week. A nurse from every clinical unit is nominated and celebrated as their department specific Nurse of the Year. One special nurse from the hospital is selected as the overall Nurse of the Year for McLeod Regional Medical Center. The Nurse of the Year for 2017, Stacy Freeman, at left, is pictured with Lawanda Echols, the Medical Surgical Tech of the Year.



Palmetto Gold Award 2017

Palmetto Gold, a nurse recognition and scholarship program for the nurses of South Carolina, showcases the valuable contributions nurses made to patient care and raises funds to provide scholarships for nursing students. The nurses who are awarded the Palmetto Gold recognition exemplify excellence in nursing practice and commitment to the nursing profession. Recipients of the Palmetto Gold Award in 2017 for McLeod Regional Medical Center included from left to right: Julie Lambrou, Cheryl Neuner, Penny Pahis and Sondra Moseley.

NURSING REPORTING STRUCTURE

As of April 30, 2018



Structural Empowerment

McLeod Regional Medical Center Empowers Nurses to Reach Their Goals by Offering Several Types of Scholarships

- **Associates Degree in Nursing** – McLeod offers \$5,000 toward tuition for students who have been accepted in an accredited ADN program. Once the students graduate, they have six months to obtain full-time employment at McLeod. They must be employed two years to fulfill their commitment for the scholarship.
- **Bachelor of Science in Nursing** – McLeod offers \$8,000 toward tuition for students who have been accepted in an accredited BSN program. Once the students graduate, they have six months to obtain full-time employment at McLeod. They must be employed three years to fulfill their commitment for the scholarship.
- **RN to BSN** – McLeod pays 70 percent of the tuition for students who have been accepted in an accredited RN to BSN program. Once the students graduate, they have six months to obtain full-time employment at McLeod. They must be employed two years to fulfill their commitment for the scholarship.
- **Number of Nurses Receiving MRMC Scholarships in 2017** –

Associate Degree in Nursing	51
Bachelor of Science in Nursing	12
RN to BSN	23
Total	86

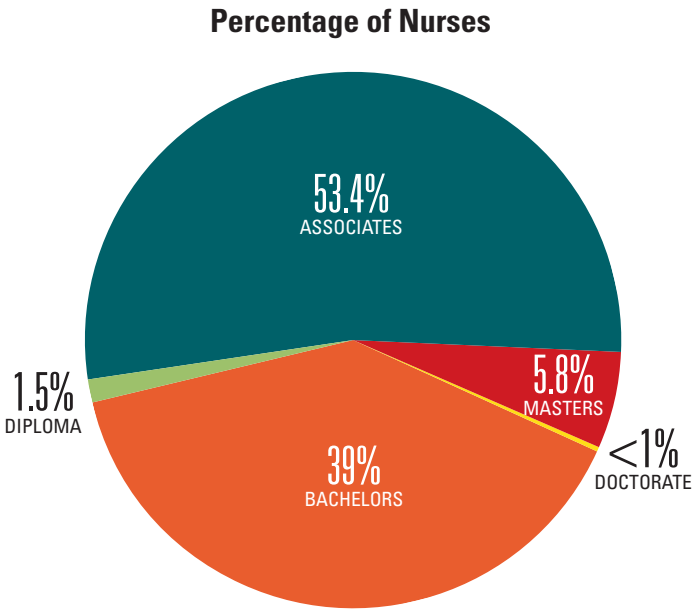
Nurses can apply for a McLeod Health scholarship online at jobs.mcleodhealth.org. All requested information must be submitted prior to the deadline dates to receive scholarship consideration. These dates are March 1, June 1, September 1 and December 1. The McLeod Scholarship Coordinator will arrange a personal interview with the staff member once all criteria have been met following the application deadline. If approved, the scholarship recipient will receive a contract to sign and the Financial Assistance Office at the school will be contacted about the award.

Educational Programs

- **Diploma Program** – The diploma program was a hospital-based program and is the oldest form of official nursing education.
- **Licensed Practical Nurse (LPN) Program** – The LPN program is an accelerated practical nursing program preparing the nurse to provide routine patient care under the supervision of a registered nurse.
- **Associates Degree in Nursing (ADN)** – The ADN is typically a two-year professional development program that provides future RN's with the skills, knowledge, and experience needed to enter the field of nursing.
- **Bachelor of Science in Nursing (BSN)** – The BSN is generally a four-year undergraduate program that adds additional academic training. This training includes community health and an emphasis on research and nursing theory. The degree prepares the learner for graduate level education.
- **Masters Level Education** – There are many degree options for the graduate level nurse. These include nurse educators, nurse leaders, nurse practitioner, certified registered nurse anesthetists and clinical nurse specialists.
- **Doctorate Level Education** – For the doctoral prepared nurse there are degree options available for education, practice, science, administration and philosophy to name a few.

2017 Education Statistics (MRMC)

	NUMBER OF NURSES
Diploma	23
Associates	799
Bachelors	587
Masters	87
Doctorate	1



The McLeod RN-BSN Scholarship

McLeod Regional Medical Center supports and promotes a variety of opportunities for its employees. One of the greatest programs offered is the RN-BSN Scholarship. The scholarship pays 70 percent of the tuition and requires a two-year work commitment. McLeod values advance education. The organization plays an active role in promoting and providing opportunities to assure its employees have the most current and up-to-date information available. Through this scholarship, McLeod supports the decision to pursue an advance degree by financially investing in the staff. This support ensures the patients of McLeod and the community are cared for by the highest trained individuals maintaining our vision to be "The Choice For Medical Excellence."

Cindy Miller, RN, lead supervisor for Share-The-Care nurses, provided me with the vital information required to apply for this scholarship. She was instrumental in making sure every requirement was met. Her encouraging smile is the essence of what McLeod represents. Cindy was full of encouragement during the entire process. All questions were met with a smile and detailed response. Her assistance and dedication were much appreciated.



“The McLeod RN-BSN Scholarship has made my goal of going back to school more attainable. I would recommend anyone thinking about going back to school to take advantage of this opportunity.”

~ MICHELLE SAWYER, RN

The McLeod RN-BSN Scholarship has made my goal of going back to school more attainable. I would recommend anyone thinking about going back to school to take advantage of this opportunity. A 70 percent tuition reimbursement is a significant portion of the funds needed to pursue a higher education. The two-year commitment is a minimal trade since I plan to be a part of the McLeod family for many years. The best advice I can offer is to never be afraid to pursue your dreams. There may be hardships and perceived failures along the way but reaching the goal is always attainable. Every challenge can be used as a learning opportunity and improve the care we provide.

Michelle Sawyer, RN
Trauma Nurse Liaison

Certified Registered Nurses at McLeod Regional Medical Center

Martha Adams, OCN	Taylor Davis, RNC-EFM	Brantlee Kirven, CCRN	Dawn Spivey, CNRN, SCR
Trena Addison, ONC	Chris Deese, CRNA	Beth Lay, CPN	Mary Staab, OCN, ON
Courtney Albert, CMSRN	Allen Denham, CCRN	Amber Lee, CNOR	Rhonda Stallings, CCDS
JoAnn Alexander, SCR	Kay Dewitt, RNC,	Robin Lewis, CTRN, CFR	Bobby Stephens, CCRN
Mary Allred, CMSRN	Inpatient OB	Robyn Little, CRNA	Natasha Stephens, FNP
Justin Altman, CCRN	Hillery Dolford, WCC,	Nicky Littlejohn, RNC-NIC	Elaine Stone, CMSRN
Myra Alton, CRNA	DWC, FNP	Doug Maloy, CRNA	Dorie Sturgill, CHPN, OCN
Kerry Anderson, CMSRN	Laura Donnell, CRNA	MaryLou Martin, RNC-NIC	Wendy Taylor, CDE
Stacia Andrews, OCN	Victoria Dozier, CNOR, RNFA	Karla Matthews, CRNA	Aaron Taylor, CCRN, CSC
Bob Barber, CRNA	Annette Edwards, CCRN	Jill Matthews, CCDS	Jennifer Taylor, CMSRN
Lori Barfield, RNC-OB	Jeanie Elmore, RNC-NIC	Jacqueline McCabe, CCRN	Victoria Thornton, CMC, CCRN
June Barnes, CNOR	Teresa Ervin, RNC-NIC	Marcella McCall, CNOR	Chappel Timmons, CMSRN
Renee Barry, CMSRN	Casey Evans, CLC	Lisa McDonald, CBCN, OCN	Allyson Timmons, SCR
Georgia Beasley, CLC	Pablo Figueroa, CRNA	Cristen McGee, CCRN	Jeanette Tindal, ACM
Courtney Beattie, CRNA	Carissa Floyd, WCC	Justine McLeod, PCCN	Kristen Tindal, CEN
Betty Bell, CCM	Jeremiah Fowler, CRNA	Marlee McManus, CLC	Keith Torgersen, CRNA
Nicole Benton, CCRN	Amanda Fowler, CRNA	Brittany McNair, CMSRN	Barbara Truesdale, OCN
Scott Bertram, CCRN	Ashley Gaskin, RN-BC, CSC	Juliana Mello, CRNA	Tammy Turner, CDE
Jim Bobo, CRNA	Charity Gerald, CCRN - K	Ashley Miles, CLC	Gayden Tyler, RNC-NIC
Michael Bolick, CRNA	Ashley Gerrald, CRNA	Shannon Moore, CCRN	Brittany Way, CCRN
Lisa Borbon, NE-BC, CMSRN	Cathy Gilson, RNC	Sondra Moseley, WCC, OMS	Whitney Whisnant, CMSRN
Paula Boyd, RNC-NIC	Meg Gliarmis, CEN	Rokiah Mumford, WCC	Brent White, CRNA
Landon Bracey, CCRN	Tracy Godwin, CBCN	Renee Neal, PCCN	Ryan Whitlow, RN-BC
Melissa Bradley, OCN	Donna Granger, CRNA	Cheryl Neuner, RNC-NIC	Pam Worthy, OCN
Lyn Brasington, CCRN	Christa Grant, CLC	Kathy Nickel, CRNA	Jan Yarchever, CCM
Crystal Brayboy, CEN	Linda Hahn, ONC	Tracey O'Neal, CBCN	Eva Yeazell, CRNA
Teresa Brewer, CLC	Julie Hamberis, CNOR, CSSM	Lisa Page, CMSRN	Beverly Young, CCM, ACM
Janice Britt, ACM	Tray Hanna, CRNA	Penny Pahis, WOCN	
Lee Broughton, CCRN	Pamela Harris, CCRN	Kimberly Parker, CHPN	Orran Bethea, FNP
Rhonda Brown, RNFA, CNOR	Josh Harrison, SCR	Beejay Parnell, CLC	Maureen Byrd, FNP-C
Ramona Burrows, RNCPC	Reeanna Henderson, CCM, CPC, CDIP	Deanna Parrott, CCRN	Mallory Chestnut, FNP
Nakpangi Butcher, CNOR	Linda Henry, CLC, ANLC	Adam Parsons, COS	Caren Chinich, FNP
Linda Byers, COHN, CEN	Melissa Herrington, WCC	Elizabeth Patel, RNC-NIC	Vonny Clanton, FNP
Rocky Cagle, CRNA	Jenny Hicks, CLC	Vickie Pigate, SCR	Jamie Cunningham, FNP
Kristen Cain, CRNA	Brandon Hicks, CCRN	Devin Player, CRNA	Adam Gude, FNP
Karen Calcutt, IBCLC	Helen Hokanson, RNC-OB, C-EFM	Tammy Plemons, CRNP	Jason Hewett, FNP
Angie Campbell, CNOR	Michelle Hood, CCRN, CSC	Pat Powell, CLC	Segee Holley, FNP
Elizabeth Campbell, CLC	Dianne Howell, CCRN	Angela Putnam, CNOR	Danielle Johnson, FNP
Sabrina Capell, RNC-NIC	Stacey Howle, COHN, CLNC	Shannon Reece, CRNA	Wesley Jacobs, DNP
Jo Capotosti, CCRP	Susan Jackson, CNOR	Brandy Reed, OCN	Karen Jones, FNP
Lewis Carter, CRNA	Crystal Jackson, CLC	Laura Robertson, RNC-NIC	Jesse Kasitz, FNP
Barbara Casper, CCRN	Kathy Jenkins, CCRN	Cletus Sawyer, ARRT	Cathy McCoy, FNP
Jill Caulder, CNOR, RNFA	Sue Jernigan, CHPN	Scott Saylor, CRNA	Hope McLendon, FNP-C
Kimberly Chavis, CMSRN	Cheryl Johnson, CNOR	April Sheppard, CMSRN	Rebecca Miller, FNP
Karen Clark, CCM, CHPN	Kimberly Jones, CRNA	Deborah Shoppell, SCR	Michelle Pittard, FNP
Julie Coker, CLC	Ryan Jones, CCRN	Kathleen Sinclair, COHN	Pam Pritchard, AGACNP
Audrey Collins, CRNA	Curt Keefe, CCRN	Ernest Singletary, CRNA	Whitney Richey, FNP
Joy Coursey, CRNA	Sharon Kirby, CMSRN	Christine Skarzynski, CNN	Gina Shawkey, FNP
Vanessa Cox, RNC-NIC	Christi Kirven, RNC-MNN	Tammy Smith, CRNA	Kathy Thompkins, FNP
Barbara Crowley, CLC		Jane Smith, CLC	Sparkle Toland, FNP
Nathan Dail, CRNA		Chris Snead, CRNA	

McLeod Nurses Serving the Community Outreach Setting

McLeod Perinatal Outreach Systems is comprised of a team of three nurses and one support staff member. This team includes: Cheryl Neuner, BSN, RNC, the Regional Systems Developer for the Pee Dee; Neonatal Outreach Educator Laura Robertson, RNC, BSN; OB Outreach Educator Helen Hokanson, RNC-OB, C-EFM; and Jennifer Holden, who serves Perinatal Outreach with clerical/administrative support.

Neuner coordinates the outreach education provided, manages the memorandums of agreement between the Regional Hub (MRMC) and the outlying birthing hospitals, collects statistical data related to transports and very low birth weight babies, troubleshoots any potential questions or problems that arise with maternal and neonatal transfers and manages the grants from both DHEC and the McLeod Foundation that support these services.

Robertson and Hokanson help conduct the trainings for the Pee Dee Region that spans Florence, Marion, Horry, Dillon, Darlington, Chesterfield, Marlboro, and Williamsburg Counties. They also conduct needs assessments, plan educational programs based on the needs of the region, and hold trainings relevant to the care of the obstetrical and neonatal patient population for the birthing hospitals in the region. Some of these programs include NRP (Neonatal Resuscitation), Electronic Fetal Monitoring, and STABLE (Infant Stabilization Training).

The Outreach Educators also train students, nurses, respiratory therapists and physicians in "team approach" simulation drills. They will soon begin conducting additional educational offerings related to NAS (Neonatal Abstinence Syndrome) which is a condition babies may develop as a result of exposure and discontinuation of substances used or abused by the mother during pregnancy.



McLeod Perinatal Outreach Systems includes, from left to right, Laura Robertson, RNC, BSN; Cheryl Neuner, RNC, BSN; and Jennifer Holden. Not pictured: Helen Hokanson, RNC-OB, C-EFM.

A Profile in Nursing Excellence

Pamela Harris, RN, CCRN, a dedicated professional, sets the bar for nursing excellence at McLeod. She has a heart of gold, and lives and breathes nursing. She feels empowered to make positive changes that improve patient care and promote novice nurse development. Pam serves as a relief charge nurse, but her true passion is in direct bedside care. Pam understands the importance of a multidisciplinary team approach to patient care. She has earned the trust and respect of McLeod physicians by consistently demonstrating a thorough knowledge of critical care.

While pursuing her bachelor's degree in nursing, Pam serves as a role model and leader in the Heart and Vascular ICU. She has been a member of the Nursing Care Leadership Forum for ten years and as a member she provides insight and collaboration with committee members to improve nursing care and create a culture of nursing excellence.

She also serves on the Peer Review Committee. As a member, she investigates errors to help identify opportunities for improvement, growth and learning using just-culture thinking. As a result of her leadership on the Peer Review Committee, several organization-wide system improvements have been implemented leading to improved nursing practice and patient outcomes.

Pam also serves as the leader of the HVICU Retention Committee, which plans events throughout the year to promote comradery and team-building. The committee organizes events and outings such as bowling, kayaking, kickball, group painting, and cookouts with the goal of helping the staff get to know one another in a social setting. As a result of these efforts, the Heart and Vascular ICU vacancy rate has dropped from eight percent in January 2017 to 0.5 percent in November 2017.

Sandra Bazen, RN
Director of HVICU

“I believe my role as a nurse has meaning. As a McLeod Nurse for 24 years, what I do impacts lives across the region.”

~ PAMELA HARRIS, RN, CCRN



Exemplary Professional Practice

Professional Nursing Practice Model and Care Delivery System

To achieve excellence in providing quality care to its patients, families and community, the Professional Nursing Practice Model demonstrates how McLeod Nurses perform the art and science of nursing. The model demonstrates the expectations, roles, guidelines and support of the commitment by our nurses for the populations they serve.

The nurse profession is interested in the interaction and well-being of the *patient, families and community*. They are the center of our work.

The three corners of *Quality & Safety, Leadership and Care Delivery* are foundational elements the organization provides as support for growth in our nursing profession.

The circles have no beginning and no end, representing the movement, change and structure influencing the practice of nursing and creating the culture. The overlapping of the circles depicts the *shared responsibility* of the elements and their influence on the patient, family and community. The *diversity* of the circles represents the acceptance of cultural diversity by our nursing professionals for the populations served.

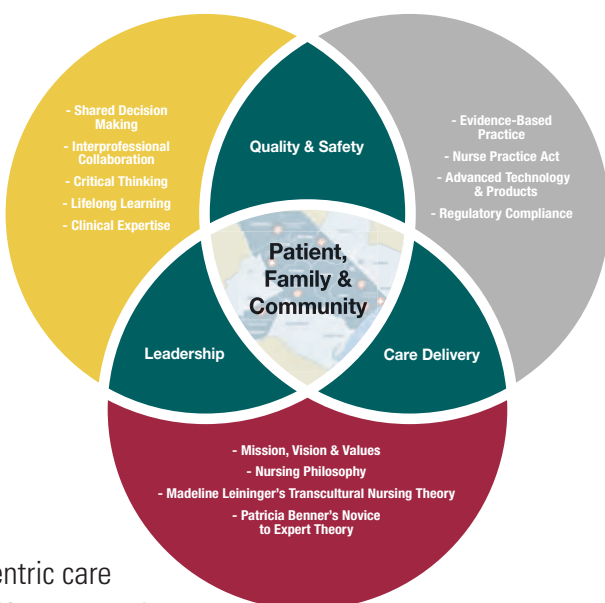
The hospital's *Mission, Vision and Values, Nursing Philosophy* and *Theorists* demonstrate the organization's priority of holding our staff to the highest standards in providing excellent customer care. Utilizing *Madeline Leininger's Transcultural theory*, we believe everyone should be cared for based on respect and appreciation for the individuality and diversity of the specific patient's needs. Our nurses adopt Patricia Benner's Novice to Expert theory, demonstrating their leadership and support of an environment of learning for the next generation.

We believe our nurses participate in *shared decision making* and *inter-professional collaboration* as a catalyst to remain key drivers for the highest quality care. This focus allows nurses to be *lifelong learners, critical thinkers* and promotes growth in *clinical expertise*.

Nurses remain competent in their work and in the advancements of *technology* by the utilization of *evidence-based practices*. The *Nurse Practice Act* guides nursing practice and creates an environment adaptable to *regulatory compliance* standards.

Care Delivery System

The Registered Nurse provides individualized, patient and family centric care as a part of the interdisciplinary team, as evidenced by: bedside shift report and hand-off in care, collaborative decision making through interdisciplinary rounds and primary focus on the patients' quality outcomes. Nurses are encouraged to autonomously critically think about their patient's care plan, and are accountable for the care provided to the patient. Nurses have the ability to impact the work, role and influence of nursing through participation in shared decision making and engagement in their practice. The care delivery system at McLeod Regional Medical Center coincides with the Professional Practice Model and our culture of patient, family and community centric care.



Exemplary Care in the Eyes of the Patient

Kenny Allen sought care at McLeod Regional Medical Center on August 31, 2017, for a minor outpatient procedure. The procedure was a success, and he was in the process of being discharged when he went into cardiac arrest, collapsed and coded. Medical teams immediately responded and began chest compressions and respiratory resuscitation. They worked for 90 minutes, used two crash carts and shocked him ten times to revive him the first time he coded.

As he was transported to the Trauma Surgical Care Unit (TSCU), Mr. Allen coded again. Additional shocking was necessary to revive him again, and he was admitted to TSCU. When he stabilized, he was taken to the cardiac catheterization laboratory. A stent was placed in his coronary artery to regain blood flow.

Following this procedure, Mr. Allen was admitted to the Coronary Care Unit (CCU) in critical condition and required a ventilator to help him breathe. His condition quickly improved and he soon breathed on his own.

Buddy Freeman, RN, Patient Care Supervisor said, "I thought several times Mr. Allen was not going to make it. And, if he did, there would be some kind of residual damage on him. When I saw him in CCU the next day, he was sitting up in bed grinning and laughing. It was amazing."

Medical teams from various hospital departments including Day Hospital, Emergency Services, Trauma, Cardiac Care, Surgical Services and Anesthesia all worked as one to save Mr. Allen's life. Through this group effort Mr. Allen survived without after effects.

On October 31, 2017, two months after his cardiac arrest, Mr. Allen and his wife Barbara returned to McLeod Regional Medical Center where they were reunited with the team members who were instrumental in his miraculous recovery.

McLeod Day Hospital staff prepared a 'sunshine-themed' celebration in his honor. They chose this theme because Mr. Allen's last memory before collapsing was Amy Prescott, RN, Recovery Room Supervisor, singing "You Are My Sunshine" to him in the Recovery Room. Amy often sings hymns to her patients while in the recovery process. On this day, she unknowingly chose a song that is special to Mr. Allen. He sang this song to his daughter while she was growing up.

Mr. Allen's recovery continues with his participation in the McLeod Cardiac Rehabilitation program at the McLeod Health and Fitness Center. According to Barbara, he gets more independent every day.

"It is truly a miracle," said Barbara. "That day, every step Kenny took was ordered by God. Everyone was where they were and did what they do every day here at McLeod. It was all in God's plan."



Kenny Allen reunited with the McLeod medical teams who saved his life on October 31. He is pictured with a few of his "angels" that cared for him. From left to right: Amy Prescott, Clydie Stuckey and Amber Jacobs.

New Knowledge, Innovation & Improvements

In 2017, the Nursing Research Council at McLeod Regional Medical Center was established. The Nursing Research Council supports the conduction of clinical research and evidence-based practice by promoting awareness of nursing research, enhancing integration of research findings into nursing culture, and facilitating necessary resources for active nurse participation. The committee's role is to encourage formal education, mentor nurses in research, and support the growth and development of the advancement and utilization of nursing research.

Advancements in Nursing Research at MRMC

Nursing-led research projects conducted in 2017 by McLeod Regional Medical Center staff included:

What is the Relationship of Chemotherapy Teaching by a Pharmacist, a Unit Tour, and the Presence of Support Person(s) on Outpatient Oncology Patients' Anxiety Levels?

Dorie Sturgill, RN, MS, OCN, CHPN
Jo Capotosti, RN, CCRP
Brandy Reed, RN, OCN

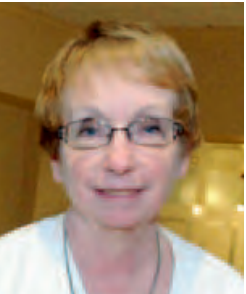
What is the Effect of a Nutrition-based Educational Intervention on Acute and Delayed Nausea and Vomiting in Outpatient Oncology Chemotherapy Patients?

Dorie Sturgill, RN, MS, OCN, CHPN
Jo Capotosti, RN, CCRP
Alexis Blandine, MS, RD, LD
Pam Worthy, RN, OCN
Maureen Mulholland, MS, RDN, LD



McLeod Research Nurses Jo Capotosti and Dorie Sturgill work with patients who participate in clinical trials through the McLeod Cancer Center.

2017 Professional Nursing Presentations



Marylou Martin

Marylou Martin, MSN, RNC-NIC, CKC, Women's and Children's Services Nurse Educator for McLeod Regional Medical Center, has been a member of the McLeod team since 1984. In her role as Clinical Nurse Specialist/Nurse Educator, Marylou presented the overall recommendations and used MRMC's NICU Developmental work *"Getting From There to Here: Implementation of the National Perinatal Association Standards for Psychosocial Support of NICU Parents and Staff"* as an exemplar at the following conferences in 2017:

- October 2017 - National Association of Neonatal Nurses' 33rd Annual Conference, Providence, Rhode Island
 - September 2017 - Academy of Neonatal Nursing's National Neonatal/Mother Baby/Advanced Practice Nurses Conference, Las Vegas, Nevada
 - June 2017 - Association of Women's Health, Obstetric and Neonatal Nurses Conference, New Orleans, Louisiana
 - April 2017 - The Academy of Neonatal Nursing 14th National Advanced Practice Neonatal Nurses Conference, Honolulu, Hawaii
- Marylou was also awarded the 2017 National Perinatal Association Transcultural Award for Excellence in Transcultural Care.

Heart & Vascular Intensive Care Unit Establishes a Hiring Committee

Brice Baird, RN, approached his Nursing Director Sandra Bazen about forming a hiring committee in 2017. Based on conversations with staff, Brice felt that having the team involved in hiring and decision-making on the unit would boost morale. Brice asked staff to let him know if they were interested.

Six nurses joined the committee. Additionally, these nurses: Michelle Hood; Lauren Kirven; Tiffani Beard; Erin Jones and Brice all completed the "Hire Smarter" training with Human Resources (HR). The committee members range in experience level with representation from both day and night shift. Sandra is always kept in the loop and offers guidance, but she does not make the decisions. The committee members review the resumes and Brice works directly with HR to arrange interviews. Usually three committee members are present during interviews.

The committee's first hire was in December 2017, Bradley Mishue, a new graduate nurse. Bradley was very impressed with the process, and is now planning to complete the Hire Smarter training to serve as a committee member. The committee welcomes all experience levels and appreciates the perspective that a new nurse can offer.

The hiring committee also reflects the Professional Nursing Practice model by promoting teamwork, collaboration, professional growth, and autonomy. Sandra added that her hope is by having nurses involved in this type of shared governance, their retention rate will remain high and staff satisfaction will continue to improve.

Growth in Endoscopy Leads to New Nursing Knowledge

The McLeod GI Lab has grown this past year and the nurses and staff have experienced an amazing opportunity to integrate new skills into our daily workflow. In October 2016, the GI lab performed 896 procedures, compared to 1,847 procedures in October 2017. Two new procedure rooms were added due to the increased volume with future expansion plans calling for two more procedure rooms. The increase can be attributed to the addition of new service lines, including urodynamics and MRI Fusion guided prostate biopsies as well as having two new physicians that perform advanced GI procedures, such as endoscopic ultrasound.

The GI Nurses have adapted well to the increased patient volume and are eager to learn more about advanced procedures. This has been a great opportunity for professional development and has allowed us to embrace new knowledge unit wide. We are looking forward to 2018 and will continue to implement new knowledge and innovation into our work flow as our volume continues to increase.

The expansions in endoscopy have also created growth for nursing with the hiring of more nurses and

staff. Training has consisted of learning to assist the doctor in specialty procedures such as ERCP, ultrasound, stent placement, etc. Nurses have also received additional training in advanced airway due to our high volume of intubated patients.

This work applies to the Professional Nursing Practice Model because we are continually growing to meet the needs of the community. We are placing the patients and families at the center of our decision making and striving to provide a better experience for them. Our nurses are also eager to continue in this journey of service excellence.

Amber Lee, CNOR
Director of Endoscopy

The McLeod GI Lab Team has experienced growth in nursing, training and patient volume. The team includes from left to right: TaJuana Thompson, Amber Lee, Jessica Ward, Chelsey Edison, Trena Flowers and Stacy Lee.



Nurse Navigator Implements LARC Program

More than 50 percent of pregnancies in South Carolina are unintended. Unintended pregnancies can bring greater risks to both the mother and the infant, causing an excess of more than \$200 million spent each year in South Carolina to fund these pregnancies and their complications. Finding a way to help reduce the number of unintended pregnancies, thereby offering mom and baby a better chance at a healthier life is part of the South Carolina Birth Outcome Initiative.

McLeod was awarded a grant in 2017 by the South Carolina Choose Well Initiative to help decrease unintended pregnancies and ensure that women have access to long acting reversible contraception (LARC) as well as contraceptive education before discharge from the hospital, regardless of cost or their ability to pay. Part of the grant process was to hire a full-time OB Nurse Navigator to implement the LARC program at McLeod Regional Medical Center.

In July of 2017, Registered Nurse Beth Dalla Riva was hired as the OB Nurse Navigator. In her role, she makes daily rounds on all postpartum and antepartum patients to educate those who are wanting/needing more information on birth control options and to provide education on each of those options. She also tracks what option each patient desires and works with the physician to help ensure that the patient's needs are met.



From July 11, 2017 through the end of December 2017, 846 patients were seen and offered contraceptive education and a form of long acting reversible contraception, if they desired. Seventy of those women received a LARC device before leaving the hospital, thereby greatly reducing their risk of having an unintended pregnancy.

The intention of the initiative is not to mandate contraception, but to ensure that postpartum women know that they have many choices available. Additionally, if they want something long term, but not permanent, McLeod can now offer that. The education by Dalla Riva as well as by the staff nurses on the floor is key to empowering women to know their choices and to help them with planning a future pregnancy or preventing an unintended one. Making this change in the workflow has not been a simple task, but the OB nurses at McLeod have adapted and embraced the program.

The McLeod LARC program speaks to the Professional Nursing Practice model by encompassing the entire patient, family and community. While trying to reduce unintended pregnancies by involving the patient in active decision making based on education, this program is also an educational opportunity to involve the patient's spouse. Through working closely with the McLeod Nurse Family Partnership as well as other health professionals and groups in the community, McLeod is making a difference in the lives of women and children in and around the Pee Dee area.

Finding a way to help reduce the number of unintended pregnancies, thereby offering mom and baby a better chance at a healthier life is part of the South Carolina Birth Outcome Initiative.

Empirical Outcomes

In June 2017, McLeod Regional Medical Center Nurses implemented the use of swab caps on all ports in a multi-port central line. Since implementation, Central Line Associated Blood Stream Infections have been reduced by 30 percent at McLeod Regional Medical Center. This was evidence-based practice and implemented by nursing in collaboration with Infection Prevention. As of March 16, 2018, the Neonatal Intensive Care Unit has also gone 644 days without a Central Line Associated Blood Stream Infection.

In 2017, McLeod Regional Medical Center also approved the *Nurse-Driven Order for Timely Discontinuation of Indwelling Catheters*. This orders allows nurses the authority to remove indwelling catheters in a timely manner post-insertion providing certain criteria has been met. Early removal has led to improved patient outcomes, and allows nurses the ability to practice at the highest level of nursing.

Nursing Units Honored for Service Excellence in 2017

In 2017, the following Nursing Units were recognized for their commitment to Service Excellence by improving patient satisfaction and HCAHPS measures.



Medical 2 Unit



Cardiovascular Surgery Team



Cardiology Department



Emergency Department



Surgical Unit

McLeod Honored by Healthgrades

McLeod Regional Medical Center received the Healthgrades Distinguished Hospital Award for Clinical Excellence™ in 2017. The distinction recognizes McLeod Regional Medical Center as one of the Top 5% of more than 4,500 hospitals nationwide for its clinical performance as measured by Healthgrades, the leading online resource for comprehensive information about physicians and hospitals.

The 258 recipients of the Distinguished Hospital Award for Clinical Excellence™ stand out among the rest for overall clinical excellence across the broad spectrum of care. During the 2017 study period (2013 – 2015), these hospitals showed superior performance in clinical outcomes for patients in the Medicare population across at least 21 of 32 of the most common inpatient conditions and procedures – as measured by objective clinical outcomes performance data (risk-adjusted mortality and in-hospital complications).

"Today's consumers want quality healthcare that is convenient and cost-effective. They know they have a choice in who provides their medical care and which hospital they use. Therefore, they turn to resources like Healthgrades to review hospital and doctor ratings which help them make informed decisions," said Marie Saleeby, Administrator of McLeod Regional Medical Center.

"We are pleased to receive this national recognition based on the leadership of our physicians and the work of the McLeod staff who

are actively seeking ways to improve quality for the patients we serve. We will continue on this journey to medical excellence and will strive to bring the highest quality medical care possible to our region."

"I am extremely proud of the medical staff and the medical center for this accomplishment," said Dale Lusk, M.D., Chief Medical Officer and Vice President of Medical Services. "This recognition is evidence of the endless work that takes place every day to create a culture of quality and safety for our patients."

"McLeod has been honored nationally for its quality programs by a number of healthcare organizations," explained Donna Isgett, Senior Vice President of Quality and Safety. "We compare ourselves to the nation's best in receiving measurable results and continuously strive to improve everything that relates to the care of the patient."

Pictured from left to right: Tony Derrick, Chief Nursing Officer; Susan Pickle, Associate Vice President of Quality & Safety; Katherine Mongoven with Healthgrades; and Dr. Dale Lusk, Chief Medical Officer and Vice President for Medical Services, McLeod Regional Medical Center.



Journey to Magnet



My name is Emily Grantham, and I am the Magnet Coordinator for McLeod Regional Medical Center (MRMC). I started my nursing career in Women's Services in 2002 at MRMC and thoroughly enjoyed taking care of women and infants. I obtained my Bachelor of Science in Nursing from the University of South Carolina. While functioning as a Director in a free-standing outpatient surgery center, I received my Master's in Health Administration from the Medical University of South Carolina. My passion and commitment to nursing has led me to my role of Magnet Coordinator.

To the outside world, achieving Magnet status is synonymous with achieving excellence in nursing care. I find it to be an honor to lead our organization through this adventurous journey to Magnet status. My immediate action is to provide education regarding the meaning and value of Magnet to all MRMC employees. To achieve Magnet designation, our hospital must continue growth in fellowship and enculturation of staff into all aspects of health care processes. I look forward to serving alongside our unit champions and leadership as we continue this journey.

Emily Grantham, BSN, MHA, RN
Nursing Administration, Magnet Coordinator

Shared Governance

Our Nursing Quality & Safety Councils are made up of staff representatives from each nursing unit in the service lines. The purpose of the Nursing Quality & Safety Councils are to provide an avenue for collaboration and advocacy to improve the quality of care provided to patients, and the environment in which nurses practice. Improvement efforts completed or in progress include:

- **Cardiac Council** - Focus on medication side effects through the use of a visual management tool to improve consistency of explanation to patients and families.
- **Surgical Council** - Division Nursing Leaders visit the House of Hope Shelter monthly delivering dinner. Food and supplies are also collected to take to them on other occasions.
- **Women and Children's Council** - Improved communication between departments during transfer of patients and a new Neonatal Hypoglycemia algorithm that is easier to follow and has resulted in more consistent management of infants with or at risk for neonatal hypoglycemia.
- **ED & HeartReach Council** - Creation of a Transfer Envelope for ease of patients transferring out of the Emergency Department that includes check-off boxes for reminders of items to be sent with the patient and signature lines for the sending person.
- **Observation/Clinical Decision Making Unit Council** - Improvement of fall reductions with measures such as bed alarms activated when patients arrive on floor, beds placed in low position as well as providing no skid socks to patients.
- **Oncology Council** - Improve education and instruction of oncology patients receiving feeding tubes due to diagnosis and treatment process. Continue to support the "Buddy System." The use of the Buddy System has provided oncology staff in Infusion Services and the Inpatient Oncology Unit with assistance covering patients so breaks and lunches are not missed and reduced the need for staff to stay past their shift.
- **Medical & Neuro Council** - A new order set for ensuring that every patient with an IV ordered has ordered flushes as well.

Nursing Care Leadership Forum (NCLF)

Nursing Care Leadership Forum (NCLF) - The Nursing Care Leadership Forum is the first shared governance council at McLeod. NCLF is comprised of representatives from each nursing unit. Representatives have the ability to evaluate current nursing concerns and implement changes to improve the nursing work environment. Recent NCLF projects have included mislabeled blood specimen rates, retention, and evaluating nursing workload concerns.



Surgical Council: Ester Thomas, RN; Cassie Walker, RN; Brittney Hinson, RN; Amber Lee, RN; Betsy Harris, RN; Ashley McLeod, RN; Abby Phillips, RN



Medical & Neuro Council: Cynthia Olivos, RN; Meredith Hickey, RN; Chireen Hyler, RN; Laurie Rotan, RN; Sonia Nichols, RN; Stephanie Gordon, RN; Olivia Jeffery, Secretary



Observation/Clinical Decision Making Council: Denise Allison, RN; Angela Lloyd, Secretary; Paula Ackermann, RN; Hannah Page, RN; Bernardo Odasco, RN



Emergency Department & HeartReach Council: Kirsten Tapen, RN; Nicki Anderson, ECS; Whitney Ard, RN; Jan Thompson, Secretary; Justin Gooding, RN; Kelley McCormick, RN



Cardiac Council: Scott Bertram, RN; Renee Atkinson, RN; Lindsey Skipper, RN; Rebecca Eubanks, RN; Kaitlyn Allred, Secretary; Lance Crouch, RN



Oncology Council: Bridget Barron, CNA/Cancer Clinic Clerk; Lacey Padgett, RN; David Poston, AVP; Leigh Sexton, RN; Amanda Dawkins, RN; Beth Epps, RN; Lynn Miller, RN



Women and Children's Council: Kerry Anderson, RN; Heather Heape, RN; Deborah Kemp, RN

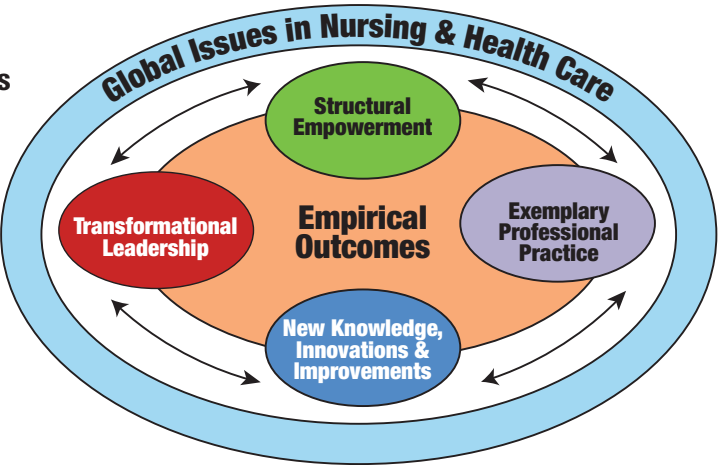
■ Who is your department's Quality & Safety Representative?

Magnet Champions

The Magnet Champions represent each nursing department who works to define, revise, implement and disseminate processes and information related to the Magnet Journey at McLeod Regional Medical Center. In 2017, the Magnet Champions focused on reviewing the Professional Practice Model, defining “The Culture of Nursing Excellence,” learning and sharing the standards of the Magnet Model and developing and hosting the Magnet Block Party. The standards studied by the Champions and shared with the nursing departments encompassed nurses giving input to staffing decisions, innovation in nursing and the development of the nursing quality and safety councils, shared governance, mentoring and succession planning and community health care outreach. The Magnet Block Party provided education and information to all disciplines at McLeod Regional Medical Center. The Magnet Champions also partnered with Help4Kids to expand their reach beyond the walls of the hospital, volunteering their time and donating supplies to assist in feeding children in the community.

The Magnet Block Party covered each component of the Magnet Model:

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Innovations and Improvements
- Empirical Outcomes



Join us as we celebrate the Magnet Journey the week of July 30, 2018.



Goals for 2018

- Growing shared decision-making in nursing
- Improving RN satisfaction
- Create and implement a mentoring and succession plan for all levels of nursing
- Nurses involvement in recruitment and retention
- Patient satisfaction, nurse-sensitive indicators and workplace safety strategies and evaluations
- Increase the number of nursing research projects in 2018
- Create and implement a performance appraisal plan for the CNO, AVP and Director level
- Policies that govern nursing
- Develop a plan related to nurses delivering diverse and culturally sensitive care
- Nursing community outreach
- Continuing education and specialty certifications
- Maintain and increase overall number of Specialty Certified Nurses to 10.6%
- Maintain and increase overall percentage of BSN Nurses to 40.2%

2017 Magnet Champions

First Row, Left to Right: Gail Brockington, RN; Lauren Snipes, RN; Renee Atkinson, RN; Melissa Hucks, RN; Samantha Lawlor, RN; Annette Kelly, LPN; Pam Warr, RN; Misty Bronson, RN; Mekka Levy, BSN, RN; Susan Rhea, RN; Shelby Walters, RN; Lee Broughton, BSN, RN, CCRN

Second Row, Left to Right: Brittany Johnson, BSN, RN; Leah Ploeg, BSN, RN; Chelsea Tisdale, RN; Michelle Beard, RN; Lindsay Courtney, RN; Marah Lynch, BSN, RN; Cynthia Huggins, RN; Lori Stokes, RN; Marie Bass, RN; Susan Hauer, BSN, RN; Tess Baquial, BSN, RN; Brice Baird BSN, RN, CCRN, CSC

Third Row, Left to Right: Kate Tyner, BSN, RN; Arthur Hasty, RN; Lane Davis, RN; Kelly Augustiniak, RN; Tracey Roberts, RN; Renae Matthews, BSN, RN; Crystal Brayboy, BSN, RN, CEN; Amber Huggins, BSN, RN; Marcella McCall, BSN, RN, CNOR; Emily Grantham BSN, MHA, RN



McLeod
Regional Medical Center

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