





About the cover: In 2007, each nursing unit/department at Greenville Hospital System University Medical Center (GHS) was invited to help create a quilt that symbolizes our ongoing commitment to nursing excellence. More than 65 quilt squares were submitted – which appear on the front and back covers of this report – and are being stitched together to present during Nurses Week in May 2009.

The quilt square above recognizes the strong, supportive nursing leaders who make positive differences at Greenville Hospital System. In *True North, Discover Your Authentic Leadership*, authors Bill George and Sam Peters state, "Just as a compass points toward a magnetic field, your True North pulls you toward the purpose of your leadership. When you follow your internal compass, your leadership will be authentic, and people will naturally want to associate with you."

In fortifying our tapestry of nursing excellence at GHS, we will trust our "true north" to lead us in the right direction, for the right reasons, to ensure stellar patient care. Read on to see how this report describes our pursuit of nursing excellence.

In Memoriam



The GHS family was saddened by the July 18 death of Mary E. Shilling, RN, former vice president of Nursing and Quality Improvement. Shilling retired from GHS in 1996, after 40 years of dedicated service. During her tenure, she served as a unifying connection, bringing together the people, ideas, knowledge and commitment necessary to advance the practice of nursing, the quality of patient care and the overall excellence of the system.

One dramatic example of Shilling's bridge-building ability was her instrumental role in the establishment of GHS Children's Hospital, for which she received the All for the Love of Children award in 1991. Children's Hospital also named its outstanding caregiver award for her, which is given annually to a pediatric staff member who demonstrates special caring for children and their families. A memorial service for Shilling took place in the Greenville Memorial Hospital Chapel on July 31.

On behalf of the relatives and friends of Mary Shilling and on behalf of the other nurses associated with GHS who died in 2008, the Nursing Services family extends condolences.

Commitment to Nursing Excellence *through leadership, knowledge, caring, innovation*

Nursing Vision Statement

Philosophy of Nursing

The Philosophy of Professional Nursing for Greenville Hospital System University Medical Center (GHS) is based on patient- and family-centered care, which is supported by the Planetree™ model and Jean Watson's *Theory of Human Caring*. We believe that caring is central to the practice of nursing, with care being defined as the integration of knowledge, skills, experience and values.

We believe that the mission, vision and values of Greenville Hospital System provide the direction for excellence in the delivery of caring, compassionate and respectful patient- and family-centered care.

We believe that nurses are integral members of their community, and we support participation in community and volunteer groups and professional organizations.

We believe each person has the right to high-quality health care that acknowledges one's unique physical, mental, social, emotional and spiritual needs. This holistic approach of healing mind, body and spirit

is demonstrated through integration of the Planetree philosophy.

We believe each person has the right to privacy, confidentiality and ethical healthcare delivery. We respect and support equality of care in the presence of ethical, social and economic diversities in patients and families.

The nurse acts freely and openly as an advocate for the patient to facilitate the patient's progress toward healthcare goals. The nurse, as an advocate, empowers the patient and family to represent themselves.

Nurses play an integral role in achieving optimal patient care outcomes and creating a safe, healing environment.

We believe in teamwork, effective communication, collaboration and education with physicians and other members of the healthcare team, patient and family, to foster understanding and to encourage planning and participation across the continuum of care.

Nursing leadership commits to providing the appropriate human, fiscal and material resources necessary to achieve quality patient outcomes. Exercising prudent judgment, the nurse will deliver care to the patient and family in a fiscally responsible manner and support an economic use of resources.

We believe that nurses have the right to fair compensation for their work, consistent with their knowledge, experience and professional responsibilities.

We believe in a working environment that is supportive to the professional, emotional, spiritual and social development of each individual nurse. We believe that high-quality nursing practice is facilitated through education, research and professional development.

We support the GHS Nursing Service Professional Practice Model, which is based on shared governance, as a framework designed to promote respectful, collegial interactions and informed decision-making at all levels of nursing services and across disciplines as it relates to quality care.

Table of Contents

Message from Leadership	6
2008 System Highlights	7
Nursing Accomplishments.....	9
Nursing Recognition Awards	12
Succession Planning.....	15
Continuing the Magnet™ Journey	15
Employee Experiences	16
Patient & Family Experiences	20
Greer Memorial Hospital Opens	22
Recruitment & Retention.....	24
Community Involvement	25
Communication	26
Nursing Leadership.....	34
Nursing Statistics.....	34

GHS Mission

To improve the health of people
in our communities in a caring,
cost-effective manner

GHS Vision

Greenville Hospital System will set
the highest standard in providing
healthcare services in the Upstate.

GHS Values

Our core values are compassion,
respect, caring, honesty, integrity
and trust.

We live our values through open
communication, forward thinking,
creativity, continually striving
to improve, responsiveness, a
willingness to change, education,
research and clinical quality.

Message from Leadership

Dear Nursing Colleagues:

It is a pleasure to present you with this report of achievements for Greenville Hospital System University Medical Center (GHS) nursing services. Fiscal year 2008 (October 2007 through September 2008) was a great year with many accomplishments.

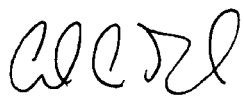
The title of our report – *Tapestry of Excellence* – exemplifies the many contributions of nurses. In fact, nurses designed and sewed these colorful quilt squares that are displayed on the cover of this report. They all have a special meaning relevant to the unit/department they represent. We think you will agree that our nurses are talented in many ways.

As a large academic medical center, we at Greenville Hospital System are fortunate to be able to attract the best and brightest of new nursing graduates. Additionally, we have a large number of experienced, professional nursing staff with long tenure and years of dedicated service to the hospital system. We are the home of more than 2,700 professional nurses who share their extraordinary lives and careers with us. During FY 2008, our vacancy rate averaged 4.3 percent and our turnover rate was 8.8 percent. It is a source of pride that both of these statistics are below the national average.

Included in these pages are stories and reports that describe the many activities and accomplishments nursing is involved in at GHS. This publication also gives us an opportunity to formally thank all of the nurses who are part of this hospital system. Without your dedication to our patients and the profession, none of this would be possible. You touch lives in a profound way. This report illustrates the difference you make.

We are honored to celebrate the pride and passion of our nurses as well as the many accomplishments of FY 2008. We thank you for the important and invaluable role you play in our mission of improving the health of people in our communities.

Sincerely,



Michael C. Riordan
President and CEO
Greenville Hospital System



Suzanne K. White, BSN, MN, RN, FAAN, FCCM, FAHA, NEA-BC
GHS Vice President, Patient Care Services/CNO



2008 System Highlights

Thanks to the dedication and hard work from employees throughout Greenville Hospital System, 2008 will be remembered as a year of many accomplishments for the Upstate's only academic medical center. Some of the most significant events and initiatives can be attributed to feedback from clinicians. Input from employee surveys in fiscal year 2008, system-wide Town Hall meetings each quarter, staff meetings, electronic correspondence and other communications resulted in many positive changes, both internally and for the community at large.

Here are a few highlights that occurred around the system in 2008:

- Greer Memorial Hospital – a state-of-the-art, acute care hospital – opened successfully and replaced Allen Bennett Memorial Hospital. Thanks to expert planning and committed staff, the move to the new facility went smoothly. The 82-bed facility blends the best of a community hospital with academic medical expertise. Its Arts and Crafts architecture promotes the delivery of patient-centered care in a healing environment.



Greer Memorial Hospital

- An Office of Total Health was established to help standardize healthcare delivery by using evidence-based practices, thus ensuring that our patients have access to expert clinicians providing a continuum of services.
- To ensure integration of evidence-based practice into patient care, order sets and

care plans, GHS began implementing ZynxHealth, a decision-support tool that provides online access to the most current evidence-based literature. This clinical reference makes use of expert clinicians who review and update the resource with the most current research- and evidence-based literature.

- The number of operating rooms outfitted to perform minimally invasive surgery rose to 29.
- GHS continues to offer the state's largest number of active clinical trials – 591.
- The hospital system was first in the state to go "live" with eIRB (electronic Institutional Review Board) submissions, making it possible to submit and review research studies electronically.
- The state's only ACE (Acute Care for the Elderly) Unit opened at Greenville Memorial Hospital, which provides inpatient services for functional elders who live at home or in assisted-living facilities.
- GHS launched The Hernia Center, which not only focuses on improving patient outcomes and physician education, but also takes part in clinical trials and biomaterials research.



Minimally invasive surgery suite

- A vice president position for Clinical Effectiveness and Quality was created.
- In partnership with Cancer Centers of the Carolinas and the H. Lee Moffitt Cancer Center and Research Institute, GHS includes patients in the Total Cancer Care™ program that tests malignant tissue for specific genes. As a result, treatments may be possible that are customized for each patient.
- GHS piloted a FAST PASS initiative that requires after-hours visitors to wear a temporary ID badge. The program enhances safety, supports open visitation and helps guests feel welcome.
- North Greenville Hospital unveiled the Mickey Massey Memorial Garden for patients to enjoy bird watching and nature walks.



The Mickey Massey Memorial Garden promotes a healing environment.

Advancement of Health Care, which will facilitate innovations in healthcare delivery.

- In a joint venture with Clemson University, GHS' Center for Success in Aging (located on Patewood Medical Campus) boasts the state's only driving and home simulation labs that test seniors' abilities to perform common household and driving tasks.



A crane and specially built ramp were used to lower the 1.5T Philips Magnet into place.

- Simpsonville Medical Campus now permanently houses a 1.5T Philips Magnet to conduct MRIs (magnetic resonance imaging).
- In a partnership with the University of South Carolina and backed by a \$2 million anonymous gift, GHS now is home to the Institute for



A Powdersville resident is spotted and timed during a dryer unloading test at the Center for Success in Aging.

- The hospital system "adopted" Berea Middle School, with employees donating school supplies, books, and tutorial and other volunteer aid.
- GHS demonstrated compassion for the community, raising a record-setting \$729,764 for the United Way® Campaign. The system also provided more than \$61.6 million in charity care during fiscal year 2008.

System-wide Honors

Greenville Hospital System was pleased to receive several system-wide honors in 2008, including the following:

- GHS has remained among the nation's Top 100 Integrated Healthcare Networks for eight consecutive years.
- For the first time, GHS ranks among the top 10 US hospital systems based on number of acute care beds.
- GHS received a Champion of Diversity Award for outstanding work in minority communities.
- The national Surgical Care Improvement Project targets three areas where surgical complications are highest: surgical site infection, blood clots and cardiac surgery. In all three measures, GHS performs better than state and national averages in the prevention of complications.
- GHS outcomes for cardiac surgery patients, as measured by The Society for Thoracic Surgeons' national database, are far better than predicted for our high-risk surgical population.
- GHS garnered top fundraising honors at the March of Dimes® March for Babies event.

Nursing Accomplishments

What follows is a sampling of recent nursing-related accomplishments that strengthens our tapestry of excellence through leadership, knowledge, caring and innovation.

Leadership

- Greenville Hospital System successfully recruited 436 RNs in 2008, up from 420 in 2007. The nursing vacancy rate averaged 4.3 percent; the turnover rate was 8.8 percent. Both statistics are below the national benchmark.
- The system has 39 RNs who serve as adjunct faculty at five colleges.
- Nurses continue to serve on numerous interdisciplinary patient care committees.
- The Professional Practice Model of councils continued to evolve and mature.
- Nurses were involved in design teams and in renovation planning for several system facilities.
- Suzanne White, GHS Vice President for Patient Care Services and Chief Nursing Officer, who also is president of Greenville Memorial Medical Campus, was named Outstanding Nurse Leader at the South Carolina Magnet™ Conference. In addition, White was re-elected for a third term to the board of the South Carolina Hospital Association.
- GHS sent 23 nurses to the annual South Carolina Magnet Conference, which took place in Columbia. The system displayed 11 of the 34 posters, winning four of the top five awards.
- GHS worked collaboratively with Upstate AHEC (Area Health Education Center) to present numerous educational offerings for nurses throughout the year.



Six of the RNs at the South Carolina Magnet Conference: (l-r) Karen Johnson, GMH IV Team; Susanne Hudson, GMH Renal Nursing; Audrey Caicedo, Hillcrest Memorial Hospital; Shelley Bridges, Patewood Outpatient Surgery; Sue Seitz, GMH OR; and Sabrina Baucom, Patewood Memorial Hospital.

"Belonging to organizations affords an opportunity to stay current on issues that affect health care and my role as a leader in health care. It also is important to network in order to grow and enhance one's own practice and development."

– Carol Moody, BSN, MAS, RN, NEA-BC

Knowledge

- A six-week internship program provided 50 RN graduates an opportunity for professional growth through educational offerings.
- GHS' Nursing Fellowship Research Program, which promotes clinical inquiry and bedside nursing research, accepted four staff RNs into the one-year program; they are paired with an experienced master's-prepared mentor to help them develop a research study.
- Approximately 3,400 nursing student encounters took place at the system's 85 clinical sites. In addition, approximately 260 seniors performed their practicum at GHS. Students are affiliated with Greenville Technical College, Clemson University, Bob Jones University, USC Upstate and Tri-county Technical College.

- In 2008, 177 employees were enrolled in nursing degree programs – 48 in associate, 78 in bachelors, 41 in graduate degree programs and 10 in CRNA programs.
- A total of 39 nursing degrees were earned in 2008 – 10 in associate, 17 in bachelors and 12 in graduate programs.
- The sixth annual research conference by the GHS Nursing Research Council took place in September in collaboration with Upstate AHEC, AnMed Health and the Gamma Mu Chapter of Sigma Theta Tau.
- In 2008, 958 nursing student encounters took place at our simulation center.



Nursing students practice at the Greenville HealthCare Simulation Center on Greenville Memorial Medical Campus. In addition, nursing orientation programs at the center are increasing. The center is a joint partnership of GHS and Greenville Technical College.

- The annual nursing clinical faculty meeting was held in concert with Shriners Hospitals for Children.
- In 2008, 160 RNs progressed to or maintained Level II or III status in the Career Advancement for RN Excellence (CARE) program.
- Our RNs hold a total of more than 400 certifications.
- Ten nursing research studies were in development, in data collection or were approved or completed in 2008.
- GHS continues to contribute monies to the Medical University of South Carolina and to the University of South Carolina Upstate to improve their nursing education programs.

"With my certification I am able to be a role model to younger nurses and encourage others by example to become certified. This also increases my knowledge and increases my autonomy as a nurse."

– Al Arias, MBA, RN, OCN

Caring

- Three GHS hospitals received national awards from the Hospital Quality Incentive Demonstration Project for delivering high-quality care: Greenville Memorial Hospital ranked in the top 10 percent in open heart surgery, and Allen Bennett Memorial Hospital and Hillcrest Memorial Hospital received a top 20 percent score for pneumonia care.
- The latest figures from our national inpatient satisfaction survey tool show that Greenville Memorial Hospital surpasses both US and state averages in overall inpatient satisfaction.
- According to comparative hospital data, Greenville Memorial Hospital's care measure ratings are consistently above average for teaching hospitals and for all hospitals nationwide.



(l-r) RNs Amber Keeler and Amber Olsen review stroke education materials.

- The rapid responder program was expanded to include protocols for inpatient stroke. Each Rapid Response Team includes an RN from a critical care unit.
- Condition H was initiated. This program offers family members a number to call if their hospitalized loved one needs quick medical intervention.
- Nurses collaborated with other team members at GHS to set a 2008 United Way fundraising record of \$729,764.
- Home Health launched a telemonitoring service to help reduce rehospitalization and ER visits for certain high-risk patients.
- Nurses took part in many community health events, screenings, team walks and other activities promoting wellness.
- Patient safety fairs took place throughout the system.
- Hillcrest Memorial Hospital introduced H.O.P.E. (Hillcrest Orthopaedic Patient Experience), which prepares patients for joint replacement surgery and is modeled after a similar program at Patewood Memorial Hospital.

Innovation

- A STAT (or STEMI) nurse position debuted, in which a "float" nurse on the Coronary Care Unit is on call in case a STEMI (ST elevation in myocardial infarction) alert is activated. The hospital system has the nation's only Chest Pain Center with a dedicated STEMI nurse.
- A full-time ergonomics nurse position was created to coordinate the UPLIFT program.
- With AHEC, GHS developed a process whereby nurses receive training and support in reducing lateral violence in the workplace.



Bobbie Rhodes, BSN, MS, RN, explains the medication reconciliation form to a patient during a H.O.P.E. class.



Three Advanced Practice Registered Nurses staff the Employee Care Centers: (l-r) Glenda Williams, Melanie Alpert-Baron and Ana Yanes.

- Two on-site Employee Care Centers opened, bringing the system's total to three. Nurse practitioners provide convenient care for employees who become ill at work or qualify to receive wellness coaching.
- The Patient Care Facilitator role continued to expand.
- Members of the Nursing Performance Improvement Council recognized seven units for their quality improvement presentation by bestowing them a "PI Project of the Month" award.
- A system-wide nursing quilt project neared completion.
- MAC (bar coding of medications) rollout was ongoing throughout the system.
- The system continued to deploy an automated medication cart system that helps nurses and pharmacists ensure that correct drug dosages are delivered to the right person at the right time.
- ICUs began using BIOPATCH® to reduce infections associated with central venous catheters. The disk's antimicrobial elements create a zone around the insertion site that inhibits infection.
- Nurses led or participated in several initiatives focusing on patient- and family-centered care. At North Greenville Hospital–Long Term Acute Care, for example, patients and their families took part in the North American Great Back Yard Bird Count, thanks to the hospital's bird feeder project that promotes a healing environment.
- A one-year Nursing Residency Program was launched for new RN graduates. The evidence-based curriculum improves retention rates, clinical competency, leadership skills and patient outcomes.

Awards & Honors

- Since its inception in 2002, 47 nurses at GHS have garnered Palmetto Gold awards. Each year, this award recognizes 100 South Carolina RNs who exemplify excellence in practice and commitment to the profession.
- AV & Broadcast Services captured a bronze Telly Award for its video about The Cottages at Brushy Creek; the Telly Awards received more than 14,000 entries worldwide.
- North Greenville Medical Campus was named Travelers Rest's Business of the Month for its dedication, loyal contributions and service to the area.
- The Emergency Trauma Center at Greenville Memorial Hospital received the ultimate recognition – "very high quality" – in a report issued by the national Survival Measurement and Reporting Trial for Trauma.
- Greenville Memorial Hospital was named a Consumer Choice award winner for the 13th year running. National Research Corporation conducted the survey, which showed that most upstate residents prefer this GHS facility for overall healthcare quality and image.
- The Cottages at Brushy Creek nursing staff received the Best in Adaptability Award from *Advance for Nurses*, a clinical news magazine for nursing professionals. The award recognizes the staff's ability at this skilled nursing care facility to adjust to change and institute innovative programs.

"I belong to a subgroup of inpatient diabetes educators. This group engages in an online forum of shared topics, questions and answers. . . . We share resources, experiences and educational opportunities to better enhance our own practices." – Lori Bristle, MSN, RN, NCSN, CDE

Nursing Recognition Awards

Palmetto Gold Award Recipients



Sabrina Baucom, Ahychel Mullikin, Susan Jarvis, Martin Henson, Ylva Belle Byars and Marilyn Knoblauch.

The Palmetto Gold Awards annually recognizes 100 registered nurses in South Carolina who exemplify excellence in nursing practice and commitment to the nursing profession. Nominations are submitted from employers of nurses across a wide variety of healthcare settings in the state.

Recipients are honored at a gala in Columbia. Proceeds generated from the gala provide nursing scholarships for students attending registered nursing programs in the state. This scholarship fund is administered through the South Carolina Nurses Foundation.

In 2008, six nurses garnered this honor.

Ahychel Mullikin, MSN, MBA/HC, RN
Education Consultant/Nursing Student Liaison

Marilyn Knoblauch, BS, RN
*Infection Control Practitioner/Nurse
Ergonomist*

Martin Henson, ADN, RN, CCRN
Staff Nurse, NTICU

Sabrina Baucom, ADN, RN
*Staff Nurse, Ortho/Spine Unit (2nd Floor),
Patewood Memorial Hospital*

Susan Jarvis, MSN, RN
*Director of Emergency Services; Marshall I.
Pickens—Behavioral Health; Resource Staffing*

Ylva Belle Byars, ADN, RN
*Coordinator, Diabetes Self-Management
Program*

Leadership Award

Suzanne White, CNO, was named Outstanding Nurse Leader at the South Carolina Magnet Conference. White, GHS Vice President for Patient Care Services and Chief Nursing Officer, also is president of Greenville Memorial Medical Campus.

Employee of the Year

Delores Welch, RN, was the recipient of the GHS 2008 Larry M. Greer Stellar Service Award during National Healthcare Week in May. Welch is a charge nurse in the Medical Surgical ICU at Greenville Memorial Hospital where she has worked since 1994.

In addition to her teamwork and mentoring skills, she is a strong patient advocate who has received many accolades for her compassion, kindness and professionalism. Welch also is a member of the Central Line Associated Bloodstream Infection Committee, where she has helped improve quality of care with regard to central lines.



GHS President and CEO Michael Riordan congratulates Delores Welch, RN.

Infection Preventionist of the Year

This award goes to an infection preventionist who demonstrates excellence in clinical infection prevention and professional development. Presented by the South Carolina chapter of the Association of Professionals in Infection Control and Epidemiology, this award was given to **Michelle Littlejohn, RN, CIC**, who works at Greenville Memorial Hospital.

This is the third year in a row that an infection preventionist from GHS has been awarded statewide recognition. Gwen Usry, BSN, RN, CIC, received the honor in 2006, and Connie Steed, MSN, RN, CIC, garnered it in 2007.

Pediatric Nursing Awards

Pediatric staff at GHS and families of pediatric patients initiated a new award in 2008 – Pediatric Nurse of the Year. The award was given during Pediatric Nurses Week to three recipients: **Julie Green, RN**, and **Nelynda Lee, RN**, both at Greenville Memorial Hospital, and **Michael Ramirez, RN**, of the Children's Emergency Center at Greenville Memorial Hospital.

Clinical Excellence Award

The Gamma Mu Chapter of Sigma Theta Tau presented this honor to **Doug McCormick, MSN, APRN-BC**, nurse practitioner at Greenville Memorial Medical Campus, for his outstanding leadership.

MLK Diversity Leadership Award



Bea Prashad, MBA, RN, CNOR

Bea Prashad, MBA, RN, CNOR, chair of the Nursing Diversity Council and a nurse at Patewood Outpatient Surgery, received the hospital system's inaugural award in diversity leadership. Prashad led an effort in her department to identify and close a gap in caring for patients with limited English proficiency by working with other departments to bridge the language barrier.

UPLIFT "Coach of the Year"

Jennie Bostic, RN, UPLIFT coach in Outpatient Recovery at Hillcrest Memorial Hospital (HMH), won the first GHS "Coach of the Year" award. Bostic earned the honor by encouraging the use of minimal-lift equipment, taking inventory of the equipment and charging its batteries, and training staff. She also helped produce an educational video for GHS staff and students about the UPLIFT program.

Excellence in Nursing Awards



In 2008, GHS Nursing Services, through its Nursing Recruitment and Retention Council, sponsored four "nurse of the year" awards. Winners were named during Nurses Week in four categories: leadership, specialty area, inpatient area and outpatient area.

- **Leadership: Sherry Gravely, BSN, RN** (second right), nurse manager of Vascular Services on Greenville Memorial Medical Campus, was lauded for her enthusiasm, creativity, leadership, teamwork ethos, compassion and communication skills.
- **Specialty: Nina Lee-Pittman, MSN, CNS** (far right), is known throughout Children's Hospital for her wealth of knowledge and understanding of children and for

always being available to listen and give direction. She played a key role in developing the local chapter of the Society for Pediatric Nursing.

- **Inpatient: Sheila Davis, RN** (second left), works in Labor & Delivery and is described as a wonderful role model who always gives 100 percent. She has championed several bereavement projects for families and staff, including memory boxes.
- **Outpatient: Susan Kay, RN** (far left), in the Department of OB-GYN, is known for being patient-centered, compassionate and a team player. She leads by example, displays strong communication skills and is an advocate for patients.



(l-r) Janie Hand, RN, HMH Recovery Room supervisor; Marilyn Knoblauch, RN, HMH ergonomics nurse; Jennie Bostic, RN, UPLIFT Coach of the Year; and Joan Cox, RN, nurse manager, HMH OR/Perioperative Services.

Helping Hands Award

This award, chosen by GHS Infection Prevention Team members, recognizes individuals who have helped move the GHS Infection Prevention Program forward, either by role modeling or helping with an important quality initiative.

Nine nurse winners were honored in 2008: **Andrew Schwier, BSN, RN; Angie Bergstrom, BSN, RN; Angie Willis, BSN, RN; Thomas Hulle, RN; Kendra Blackie, BSN, RN; Shannon Wheeler, MSN, RN; Gary Szeto, RN; Chrissie Hilderbrand, RN; and Nikki Robertson, BSN, RN.**

Poster Presentation Awards

Sheila Davis, RN, a pediatric inpatient nurse at Greenville Memorial Hospital, garnered the People's Choice Award for her



Sheila Davis, RN, alongside her award-winning poster.

poster, "Mom's Keepsakes," presented at Celebrating the Science of Art and Caring Conference in Spartanburg; **Susanne Hudson, BSN, MBA, RN, WON**, received second-place honors at the South Carolina Magnet Conference for her poster, "Annual Retreat for Nursing Unit: A Strategy to

"When you love what you do, it's hard not to talk about the successes." – Juanita Seel, RN

Enhance Retention and Recruitment"; and **Juanita Seel, RN**, took third place at the SC Magnet Conference for "Collaborative Teams: The Role of the RN Clinical Documentation Specialist in Outcomes."

Performance Improvement Project Winners

Members of the Nursing Performance Improvement Council select "PI Projects of the Month" winners. Those chosen in FY 2008 are listed below.

- Mother-Baby Unit, Greenville Memorial Hospital: "Improving Communication for Hispanic Patients"
- Radiology, Greenville Memorial Hospital: "Use of SBAR Hand-off Communication in Transfers for Diagnostic Procedures"
- ER, Allen Bennett Memorial Hospital: "Process to Improve Patient Identification in the ER"
- The Cottages at Brushy Creek: "Life Enhancements in Long-term Care"

- CV & Monitored Surgery Unit, Greenville Memorial Hospital: "Patient Medication Education Tools"
- CVICU, Greenville Memorial Hospital: "Glucose Management in the Post-CV Surgery Patient"
- GI Lab, Allen Bennett Memorial Hospital: "Improving the Quality of Inpatient Colon Preps"

Fellow, American College of Healthcare Executives

Sarah Richter, MSN, RN, and the director of Patient Care Services at Hillcrest Memorial Hospital, recently became a fellow of the American College of Healthcare Executives, a national professional society for healthcare leaders. Fellow status represents achievement of the highest standard of professional development.

Cardiology Scholarship Fund

This award is given by the Clinical Cardiology Section. Recipients are **Patricia Brunson, RN**, and **Priscilla Massey, RN**; both work at Greenville Memorial Hospital.



(l-r) Nursing student award recipients Heather Williams, Esther Nielsen, Abigail Heffernan and Amy Lattimore.

Marion Jackson Givens Scholarship Fund

This award is made possible by the late Marian Jackson Givens, who was keenly interested in furthering the training of healthcare professionals in the state. **Abigail Heffernan**, a senior nursing student at Bob Jones University, received this accolade.

Jack A. Skarupa Memorial Nursing Scholarship Fund

This new fund is available to senior BSN students with a minimum GPA of 3.0, who have financial need and intend to work at GHS upon graduation. Inaugural recipients are **Amy Lattimore** (USC Upstate), **Heather Williams** (Medical University of South Carolina), **Esther Nielsen** (USC Upstate) and **Lauren Kimbrough** (Bob Jones University).

Community Awards

Cynthia Bishop Trout, MSN, RN, CRRN, received Honorary Lifetime Membership from Lutheran Men in Mission.

Hunter Jones, PhD, RN, FACHE, NEA-BC, garnered a service award from the Greenville Literacy Association for amassing 100 hours as a volunteer ESL tutor.

Doug McCormick, MSN, APRN-BC, was presented with the Unsung Hero Award for AID Upstate.

Succession Planning: Leadership Development

In 2006, GHS launched the Frontline Nursing Leadership Academy, a two-year program that allows staff members demonstrating excellence on the front lines of patient care to develop their leadership potential. About 50 nurses took part in the inaugural program.

"We can have the best senior management, but without leadership at the front line, we hit roadblocks." – Bobbie Rhodes, BSN, MS, RN

This program was so successful that GHS offered it again in January 2008 to 52 participants and 10 coaches. Recognizing that excellence in patient care depends on multidisciplinary efforts, the program now is open to nurses as well as employees who work in other areas of clinical care. For the next two years, these individuals will learn to recognize opportunities, overcome barriers and develop performance improvement plans for their work areas, both working individually and in teams.

"This is a wonderful succession program," said CNO Suzanne White. "Whether nurses stay at the bedside or move into

management or education, they are our leaders of the future."

One way the success of such efforts can be measured is through job vacancy and employee retention rates. At GHS, both are below national averages.

Real-world Application

Frontline Nursing Leadership Academy projects are designed for real-world application on the work unit. Here are three innovative examples from the class of 2006.

Improved Communications – Debbie Leigher began the 2006 Frontline Nursing Leadership Academy at North Greenville Hospital, where she developed a communication form to expedite patient transports to Greenville Memorial Hospital. The form lets staff know in advance about the specific needs of these patients. During the program, she was transferred to Greer Medical Campus, where she completed her second project: an "information sharing" book for ICU nurses. Nurses use the book to leave notes updating each other on patients in their mutual care. Leigher now is a clinical nurse educator at Greer Memorial Hospital.

Showing the Value of Others – A lunch schedule may not seem like a vehicle for staff appreciation, but Susan Martin worked to ensure that everyone in her area took a meal break between 11:30 a.m. and 1:30 p.m. Although the project met with some resistance at first from staff who didn't want to be told when to eat or relieve a co-worker in a different area, the benefits were soon realized.

"It gave all of us an appreciation of what others do in their areas," said Martin, now supervisor of Outpatient Surgery at Patewood Medical Campus.

Education Improves Outcomes – Christie Hagood-Thompson developed a booklet to educate colleagues on how to reduce the incidence and severity of heel ulcers in patients on the vascular unit. The project's success has led the unit to begin a research study involving patients with diabetes. Hagood-Thompson served as an interim clinical nurse educator for Vascular Services.

Continuing the Magnet Journey

A key feature of our commitment to nursing excellence is our decision to begin and continue a Magnet journey. The Magnet award – the highest designation of the American Nurses Credentialing Center – has long been recognized as a gold standard in high-quality health care. This award distinguishes hospitals that adhere to or exceed national standards for the organization and for nursing. The Forces of Magnetism have been identified as the 14 elements necessary to support an environment of excellence.

The Magnet Recognition Program® honors commitment to a culture of excellence that rewards and empowers nurses through shared decision-making, evidence-based nursing practice, research, professional autonomy, accountability and interdisciplinary relationships. To achieve

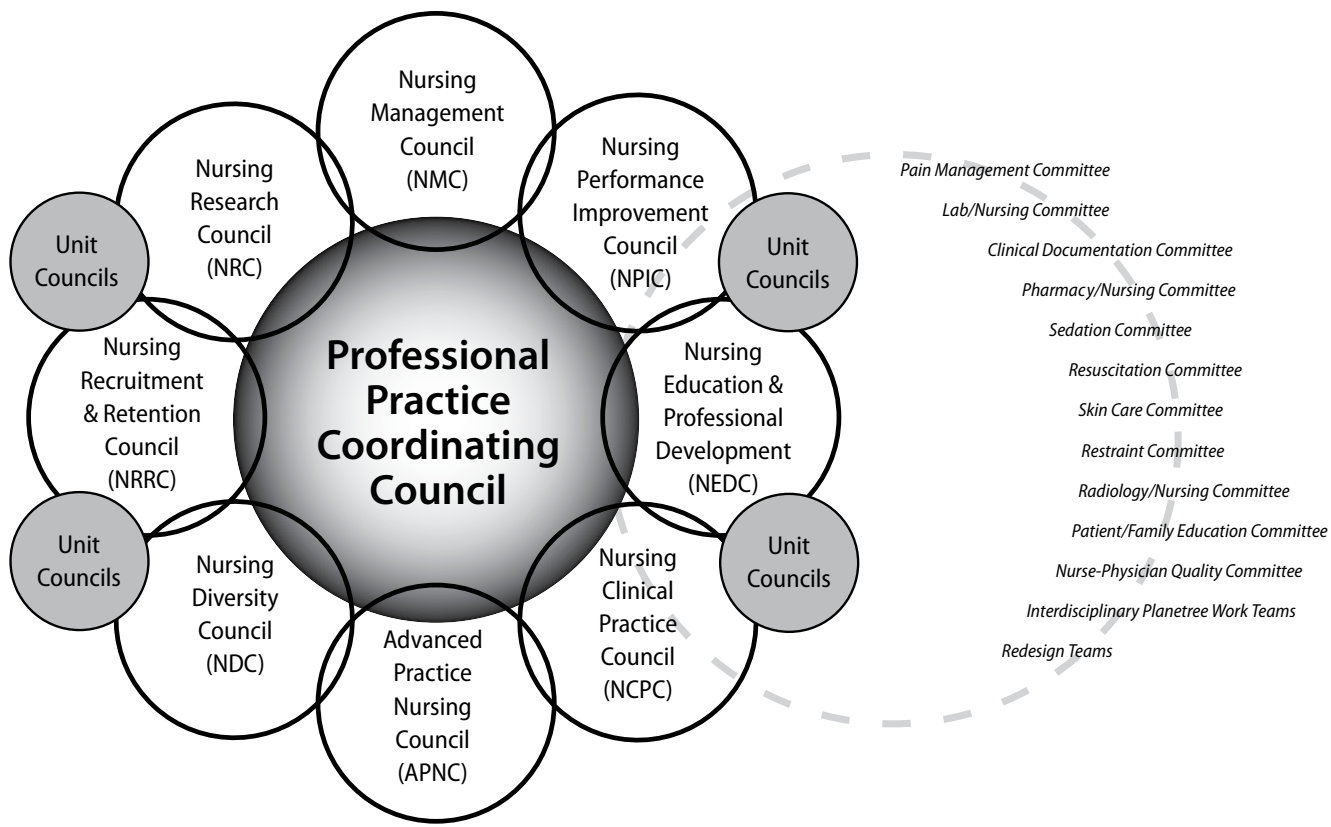
Magnet status, an organization must undergo a rigorous review process. The hospital must show in writing and during a site visit that it is committed to sustaining excellence, improving professional practice and transforming the culture of the work environment to a culture of excellence.

Developing such a culture takes a significant investment of time, talent and tenacity. Teams across GHS currently are evaluating practices and processes to validate evidence of the Forces of Magnetism and to enhance our system as we continue our quest for excellence. Central to this effort is our group of Magnet Champions. These individuals serve as resources to various departments related to Magnet education and help identify sources of evidence that support and confirm the presence of these 14 Forces.

14 Forces of Magnetism

1. Quality of Nursing Leadership
2. Organizational Structure
3. Management Style
4. Personnel Policies and Programs
5. Professional Models of Care
6. Quality of Care
7. Quality Improvement
8. Consultation and Resources
9. Autonomy
10. Community
11. Nurses As Teachers
12. Image of Nursing
13. Interdisciplinary Relationships
14. Professional Development

Tapestry of Excellence: Employee Experiences



Professional Practice Model

Nursing's Professional Practice Model, formed in 2002, is based on a shared governance philosophy. This model promotes respectful, collegial interaction and informed decision-making at all levels of nursing – and across disciplines – with regard to quality of care, expertise and professional practice.

Councils were created to encourage nurses to optimize patient outcomes. The model and councils focus on individual accountability and on active participation in bedside care. All those who serve on these eight system-wide councils are to be commended for their dedication and hard work to enhance patient care.

Eight system-level councils exist:

- Advanced Practice
- Clinical Practice
- Diversity
- Education and Professional Development
- Management
- Performance Improvement
- Recruitment and Retention
- Research

As the depth of accomplishment in achieving council goals continues to grow, so does council membership. And as the scope of employee experience expands, our tapestry of excellence broadens as well.

Nursing Performance Improvement Council

*Co-chairs: Kathy Hallman, RN, OCN – Oncology
Cecilia Schilz, RN – Progressive Cardiac Care Unit*

Top Accomplishments

- Members chose seven Performance Improvement Projects of the Month, with presenters receiving certificates, photos and recognition.
- Thirty-eight units presented individual quality improvement projects and included major key initiatives and outcomes such as glucose management, preparation for stroke center certification, patient rounding, medication calculations in pediatrics, augmenting PPD placements for patients transferring to another level of care, protective hypothermia in neonates, hand-off communication, enhancing patient identification processes, using patient lifting equipment safely, transition and continuity of care, patient education, improving patient transport and changing culture in long-term care.
- Nurses system-wide were involved in reducing hospital-acquired pressure ulcers below the national benchmark as reported in our quarterly pressure ulcer surveillance studies involving more than 500 patients each quarter.

Nursing Clinical Practice Council

Chair: Leslie Childers, RN – NTICU

Top Accomplishments

- Conducted an internal reorganization of the council, including a retreat with all members and the director of Patient- and Family-centered Care.
- Developed a Web site e-mail address that allows nurses at staff level to access the council directly with practice questions, thereby enhancing communication with nurses at the point of care.
- Interacted with the state nursing board to discuss the discontinuation of jugular vein catheters (specifically internal jugular vein catheters) by nurses; the discontinuation of internal and external jugular vein catheters are now within the scope of practice for RNs in the state.

Advanced Practice Nursing Council

*Co-chairs: Sue Seitz, RN, CNS – GMH Perioperative Services
Nina Lee-Pittman, CNS – Pediatrics*

Top Accomplishments

- Surveyed Advanced Practice RNs system-wide to assess the benefit of having alternate meeting locations or times.
- Evaluated the current council structure to determine how activities can best support the Professional Practice Model.
- Began collaborating with other councils to plan interdisciplinary Nursing Grand Rounds for the future.

Nursing Management Council

Chair: Katie Woodfin, RN – Neuro

Top Accomplishments

- Focused attention on patient safety to enhance care and to be in a constant state of readiness for Joint Commission.
- Met quarterly with clinical nurse specialists and educators to facilitate communication among groups and improve the effectiveness of nursing leadership.
- Set goals to steer the council's future course, most notably sharing strategies that can enhance our Magnet journey along with sharing information and implementing unit-specific successes that might be replicated or prove beneficial to the system as a whole.

Nursing Research Council

Chair: Sue Seitz, RN, CNS – Perioperative Services

Top Accomplishments

- Our second Nursing Research Fellowship program took place to generate research and clinical inquiry, with four staff nurses participating.
- GHS' sixth annual nursing research conference, Be a Player in the Research Game, attracted more than 75 attendees and was in collaboration with Upstate AHEC, AnMed Health and the Gamma Mu Sigma Theta Tau Chapter. Keynote speakers were JoAnne Herman, PhD, RN, CSME, Dean for Graduate Studies and Graduate Director in the College of Nursing at USC, and James Hayes, MD, Medical Director of Institutional Review Committees at GHS.
- Ten nursing research studies were in development, in data collection, approved and/or completed during the year.

The Nursing Research Fellowship provides opportunity for staff nurses to develop research skills. Members of the first class of this two-year program are now finishing their research. Fellow Heather Bryant, RN, recently completed her study, "Increasing the Proficiency and Self-efficacy of the Emergency Room Nurse Through the Use of Simulation Training." The study supported practicing simulated emergencies to enable new nurses to better perform in actual emergency situations. Simulation training took place in the Greenville HealthCare Simulation Center on Greenville Memorial Medical Campus.

Nursing Diversity Council

Chair: Bea Prashad, RN – Patewood Outpatient Surgery

Top Accomplishments

- Helped implement way-finding and multi-lingual signage at Greenville Memorial Medical Campus.
- Shaped GHS program for bilingual employee interpretation services.
- Members published two articles in *Outpatient Surgery Magazine* in September 2008: "Open for Interpretation: Tips to Welcome Non-English Speaking Patients to Your Facility" and "How to Hire an Interpreter."

Nurses Week

This display honoring National Nurses Week (May 6-12) was provided by Terry Gilreath.

Currently employed in the North Greenville Hospital Emergency Department, Gilreath has worked at GHS for 24 years. Artifacts in the display are from her grandmother, who graduated from Greenville General Hospital School of Nursing in 1926.



Nursing Recruitment and Retention Council

Chair: Susan Cheek, RN – GMH Labor & Delivery

Top Accomplishments

- Researched background for and implemented a Nurse Residency Program for new graduate RNs in collaboration with GHS' Department of Education.
- Planned and implemented Nurses Week activities.
- Developed and facilitated nominations and selection for Nursing Awards bestowed during Nurses Week 2008.

Nursing Education and Professional Development Council

Chair: Karen Brockway, RN – Patewood Memorial Hospital

Top Accomplishments

- Collaborated with the GHS Department of Education to develop and pilot an online education needs assessment via Healthstream® resulting in unit/service line-specific reports. The online survey resulted in feedback from more staff nurses than in previous years.
- Continued to support the CARE program and the quarterly Professional Nurse Update presentations.
- Created and implemented a process to better evaluate the amount of education required of staff and enhanced the current process to improve timeliness of education.

“

“My greatest professional growth accomplishment is working toward obtaining a master’s degree in nursing. This degree allows me to utilize my knowledge for research, teaching and to provide more autonomous care based on evidence-based practice.” – Latasha Pruitt, BSN, RN

CARE Program

In 2005, the GHS Nursing Education and Professional Development Council launched Career Advancement for RN Excellence (CARE), a clinical ladder program for registered nurses to recognize and reward excellence at the bedside. A professional advancement ladder based on Benner’s model, “Novice to Expert,” the program encompasses skill

acquisition and professional and organizational achievement, and it provides the framework for staff development and evaluation.

“Membership in professional organizations is a way to maintain a professional focus and keep up with research.” – Kim Hembree, BSN, RN

In addition to improving patient care, CARE supports key nursing initiatives by promoting clinical excellence and employee satisfaction.

Any full-time or part-time registered nurse working in the following practice settings is eligible to participate: acute inpatient, charge nurse – inpatient, outpatient, charge nurse – outpatient, supplemental staffing, home health/hospice, subacute and long-term care. There are two levels of advancement in this voluntary program.

“Certification helps keep me up to date and assists me in providing safe patient care. I am able to share my knowledge with my co-workers on a routine basis.” – Karen Ernest, RN, CNOR

To advance, RNs must achieve a total evaluation score of 85 percent or greater on their annual performance review and submit a portfolio to the CARE Committee that reflects their professional accomplishments during that year.

In 2008, more than 160 RNs throughout GHS successfully advanced and/or maintained their level of achievement from the previous year through the CARE program.



GHS nurses practice patient- and family-centered care.

Officers in Professional Organizations

Arnett, Virginia Wells: South Carolina Section Chair, Association of Women's Health, Obstetric and Neonatal Nurses

Baldwin, Debra: Member-at-large, Carolinas Association of Neonatal Nurse Practitioners

Becker, Kathryn: Member, Nursing Investigative Review Committee for the South Carolina Board of Nursing

Boeker, Susan: Nominating Committee Member, Association of Professionals in Infection Control and Epidemiology (Palmetto Chapter)

Boswell, Mark: President, Foothills Chapter of the Emergency Nurses Association; Representative, South Carolina EMS Advisory Council for the Emergency Nurses Association; Member-at-large, United States Alliance of Emergency Medicine; Member-at-large, American College of Nurse Practitioners; Member-at-large, South Carolina Nurses Association; Member-at-large, Sigma Theta Tau; Intermittent Federal Employee for Health and Human Services, South Carolina Disaster Medical Assistance Team (SC DMAT-1)

Boyd, Nancy: President, Piedmont Association of Post Operative Nurses (local chapter)

Bristle, Lori: Planning Committee Member, Upper Piedmont Association of Diabetes Educators; Planning Committee Member, Western North Carolina Association of Diabetes Educators; Member, Diabetes Education Committee, New Horizon Family Health Services

Brockway, Karen: State Council President, Emergency Nurses Association

Burns, Cindy: Chapter President and Founding Member, American Association of Neuroscience Nurses (local chapter)

DeWeese, Anita: Nominating Committee Member, Association of Women's Health, Obstetric and Neonatal Nurses

Ernest, Karen: Member, Board of Directors for the Piedmont Chapter of the Association of Perioperative Registered Nurses

Fenley, Cindy: Member, Board of Directors for the Piedmont Chapter of the Association of Perioperative Registered Nurses

Forrester, Gwendolyn: Nominating Committee Chair, Oncology Nursing Society

Haviland, Chris: Member, Nursing Investigative Review Committee for the South Carolina Board of Nursing; Administrative Hearings Officer for the South Carolina Board of Nursing

House, Beverley: South Carolina Director, Carolina Society for Healthcare Education and Training

Johnson, Karen: President, Upstate Chapter of Infusion Nurses Society; Co-director, Greenville Pathfinder Club

Jones, Hunter: Treasurer, American Assembly for Men in Nursing

Kirksey, Marcia: Membership/Certification Ambassador, American Association of Critical Care Nurses

Lee-Pittman, Nina: President, Palmetto Society of Pediatric Nurses

McCormick, Doug: Secretary, American Assemblies for Men in Nursing (state chapter)

Moody, Carol: Member-at-large, South Carolina Organization of Nurse Leaders

Prashad, Bea: Nominating Committee Member, Piedmont Chapter of the Association of Perioperative Registered Nurses

Seitz, Sue: President, Piedmont Chapter of Association of Perioperative Registered Nurses; Secretary, South Carolina State Council for the Association of Perioperative Registered Nurses

Smith, Jan: President, local component of Piedmont Association of PeriAnesthesia Nurses; Immediate Past President, South Carolina Association of PeriAnesthesia Nurses; Member, Board of Directors for the South Carolina Association of PeriAnesthesia Nurses

Steed, Connie: Training Subcommittee Chairman for the Hospital Infections Disclosure Act, Association for Professionals in Infection Control and Epidemiology (Palmetto Chapter); Education Committee Co-chair, APIC (Palmetto Chapter); Advisory Committee Member, HIDA (Palmetto Chapter); Education Committee Chair, HIDA (Palmetto Chapter); Quality Advisory Committee Member, South Carolina Hospital Association

Tumblin, Ruby: Ethics Committee Chair, South Carolina Nurses Association

Usry, Gwen: President, Association for Professionals in Infection Control and Epidemiology (Palmetto Chapter)

Walters, Sheila: Immediate Past President, South Carolina Perinatal Association; Annual Conference Committee Chair, South Carolina Perinatal Association

White, Suzanne: President, South Carolina Board of Nursing; Member, South Carolina Hospital Association Board; Member, Federal Relations and Legislative Policy Committee for the American Organization of Nurse Executives

Woods, Landace: Secretary, South Carolina Home Care Association

Note: *This list is not intended to be all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.*

Tapestry of Excellence: Patient & Family Experiences

Patient- and Family-centered Care

GHS strives to provide care that personalizes, humanizes and demystifies the healthcare experience for patients and their families in a holistic, healing environment as supported by the Planetree model. This approach integrates well with Jean Watson's *Theory of Human Caring*, which is the basis for provision of nursing care at GHS.

To ensure that patients and families remain at the forefront of our care model, GHS has established eight primary work teams to serve as resources in implementing our care initiatives: Facility/Healing Environment, Family Participation/Support, Food and Nutrition, Healing Arts and Caring/Touch, Human Interaction, Patient Education, Recognition and Celebration, and Spiritual Care. What follows are a few examples illustrating our focus on patient- and family-centered care.

Facility/Healing Environment: The new Greer Memorial Hospital features private patient rooms that offer home-like comforts such as in-room refrigerators, flat-panel TVs, DVD players and sofa beds (top photo). For family and friends, care centers in this new facility include kitchens, gas fireplaces, restrooms and computer access (middle photo).

Family Participation/Support: In addition to English, GHS now offers CarePages™ in Spanish, where loved ones can communicate electronically with and offer support to hospitalized patients.

Patient Education: In searching for ways to improve both the hospital experience and provide education for patients and their families, staff at Patewood Memorial Hospital introduced a video on demand system. Videos were purchased or produced for general health and disease-specific education. For example, the hospital made a handwashing video for its guests.

The system is easy to use and convenient. Nurses and physicians prescribe educational videos for patients to view. Patients call into the system from their room and use a keypad to select the number of that particular video (for instance, a discharge video or a video on diabetes or smoking cessation). They are then directed to a specific channel on their TV where they watch the video.

A CARE channel also is available, which plays relaxing music while transmitting beautiful scenery on the TV screen. This channel has been helpful in pain control and stress relief. Greer Memorial Hospital has installed this service as well, and the service is being expanded to other GHS facilities.

Recognition and Celebration: To honor caregivers who personalize, humanize and demystify the healthcare experience, the system's monthly newspaper, *The View*, features three Stellar Service winners. These employees demonstrate superior service excellence to patients, families and colleagues – approximately half of the recipients have been nurses. In March (see right) and July, all three winners were RNs!



4

SERVICE EXCELLENCE

Stellar Service
March Stellar Stars
Larry Epps, R.N., of the GMH Cath Lab, received four stellar star nominations in one month! Each acknowledged his skill, attentiveness and use of humor to relieve a stressful situation. One patient wrote that Epps even gave his cell phone number to family members to call if they had questions, noting that "This really relieved the anxiety of family who were staying with me overnight." Epps was also cited for his excellent explanation of discharge instructions.

Sara Stine, R.N., a Labor and Delivery nurse, was commended for her vigilance and compassionate care of a patient who had made a difficult decision. Her unborn baby had been diagnosed with a terminal condition. After much prayer and research, the patient and her husband decided to induce labor. Stine was with the couple throughout the night. When her shift was over, she made sure that the nurse who would assume her patient's care, Tammy Hudson (see below), understood the couple's needs.

Tammy Hudson, R.N., also in Labor and Delivery, assumed the care of Stine's patient (see above) and remained with her during a difficult labor. Hudson was the first voice the patient heard following the stillborn birth. Hudson carefully wrapped the baby girl and placed her in her mother's arms. The patient referred to both nurses as servants who had answered a special calling. She credited them and her doctors, Michael Stamm and Roger Gower, for helping provide a meaningful and important birth experience.

Customer Service Awards

The following clinical units/departments received service excellence awards:

Solid Rock Customer Service

Greenville Memorial Hospital

- ACE (Acute Care for the Elderly) Unit
- Coronary Care Unit
- High-risk OB
- Intermediate ICU
- Pediatric Adolescents
- Subacute
- Women's Surgery

Allen Bennett Memorial Hospital/Greer Memorial Hospital

- Obstetrics
- Outpatient Surgery

Hillcrest Memorial Hospital

- Outpatient Surgery

Home Health

North Greenville Hospital

- Long Term Acute Care

Patewood Medical Campus

- Outpatient Surgery

Patewood Memorial Hospital

- Care Management
- Nursing

Roger C. Peace Hospital–Rehabilitation

- Inpatient

Most Improved Customer Service

Greenville Memorial Hospital

- Coronary Care Unit
- Intermediate ICU

Allen Bennett Memorial Hospital/Greer Memorial Hospital

- Outpatient Surgery

Marshall I. Pickens Hospital–Behavioral Health

- Inpatient

Roger C. Peace Hospital–Rehabilitation

- Inpatient

State's First ACE Unit Opens

In early January 2008, GHS opened the Acute Care for the Elderly (ACE) unit on the fourth floor at Greenville Memorial Hospital. Unique in the state, ACE serves functional elders who typically reside at home or in assisted-living facilities.

These patients may be experiencing acute exacerbations of chronic diseases or acute illnesses such as pneumonia, urinary tract infections or influenza. The unit also is appropriate for some postoperative patients. Special lighting, colors and furnishings encourage optimal senior functioning.

Patients admitted to the unit automatically receive a consultation with a board-certified geriatrician. ACE's interdisciplinary team of physicians, nurses, pharmacists, case managers, and PT, OT and speech therapists meets every morning to discuss each patient. It makes recommendations to the primary care team regarding treatment and discharge plans or rehabilitation needs.

Even though the unit has been open a short time, it already appears on the Solid Rock Customer Service list. Congratulations to the nurses and other team members who helped make this accomplishment possible!

Home Health Launches Telemonitoring Service

Research shows that home telemonitoring results in better outcomes for patients with unstable conditions or conditions in which early detection and prompt treatment of a problem can prevent further decline. Each day the monitor's voice prompt alerts the patient to send data; if there is an abnormal reading or no response within 30 minutes, Home Health calls the patient. The telemonitoring team includes RNs (top to bottom) Kathy Pack; Regina Young; Carolyn Tate, nursing supervisor; Susan Snow, project manager; Faye Nelms; Kathy Baer, referral intake coordinator; Judy Andrews; and Kathy Punch, nurse supervisor.



Greer Memorial Hospital Opens



Greer Memorial Hospital is a unique healing environment that combines state-of-the-art technology with the outstanding care people have come to expect in Greer.

August 24, 2008, marked another milestone for Greenville Hospital System University Medical Center. That's when Greer Memorial Hospital opened to patients as Allen Bennett Memorial Hospital (ABMH), which had served the Greer community for 56 years, closed its doors. It was the ending of one era but the beginning of another.

The 82-bed Greer Memorial Hospital features expanded emergency services, a Women's Center and enhanced patient services set on an innovative campus that blends leading-edge medicine with Greer's architectural heritage. Like its predecessor, Greer Memorial Hospital is special because it blends the best of a community hospital with the advantages of GHS' academic medical expertise. Feedback from nurses, patients, physicians and the community went into the project's development. And thanks to nurses and other dedicated staff – and with the help of many hours of careful planning – the move to the new facility proceeded seamlessly.

To herald in the new hospital, GHS hosted a ribbon-cutting and public tours August 8. As befitted the first day of the Olympics, crowds paraded their own version of a torch – a time capsule – from ABMH to its new home.

"Today is a historic and exciting day for GHS and the Greer community," GHS President and CEO Michael Riordan told the crowd after helping lead the three-mile walk. "Historic in that GHS hasn't replaced an existing hospital since Greenville General in 1972 and exciting in that we have managed to create a unique healing environment that combines state-of-the-art technology with the outstanding care people have come to expect."

Greer Memorial Hospital at a Glance

- A Women's Center features a dedicated elevator and private labor/delivery/recovery/post-partum rooms, some with whirlpool baths
- Easy-drop entrances at all outpatient diagnostic service areas lessen wait and travel times for patients
- Extensive imaging services include magnetic resonance, nuclear, radiology and computer tomography
- A 28-bed Level III Emergency Trauma Center (ETC) boasts two triage stations and de-con room with separate entrance
- Operating suites are equipped with state-of-the-art technology
- Patient rooms offer home-like amenities such as in-room refrigerators, flat-panel TVs, DVD players, sofa beds and nearby nursing care stations
- Patient registration can occur at the bedside
- Family care centers provide computer facilities, restrooms, kitchens and gas fireplaces
- Concierge service is available

... And Allen Bennett Memorial Hospital Closes

On Sunday, August 24, Allen Bennett Memorial Hospital closed, ending an era that spanned 56 years of health care in the Greer community.



Nancy Maschler, RN, and Terry Williams, RN, in Outpatient Services, the last checkpoint for patients before they were moved to the new hospital.



Stephanie Hinojos, RN (right), passes the time capsule to Charlene Crowe, RN, on August 8. Hinojos was the first ABMH employee to earn 100 stars, and Crowe had the longest tenure at ABMH (39.5 years).



June Ross, RN, and daughter Katie Ross, a nursing assistant at the ETC, pose with campus president John Mansure.



(l-r) Nancy Blessom, RN, Vanita Pearson, RN, and Carol Liddell, RN, of Perioperative Services take home OR clocks. The clocks at Greer Memorial Hospital are digital and controlled by satellite.



Nancy Maschler, RN, checks the doors to the ETC one last time. During her 28 years of service, the emergency area underwent five renovations. "The first ER had four beds and two stretchers," she recalled.

Tapestry of Excellence: Recruitment & Retention

UPLIFT Launches at Greenville Memorial Hospital

On July 14, the GHS minimal-lift program, UPLIFT (Use Portable Lifts in Facilitating Transfers), began on 13 units at Greenville Memorial Hospital. Portable lifts help staff move, lift and transfer patients with less exertion. They also are considered best practice in keeping staff and patients safe and in improving patient outcomes.

Eighty percent of staff on these units received training, and 52 were trained as coaches (UPLIFTERS) who mentor, encourage and serve as resources. They also monitor staff and patient satisfaction and report equipment or patient handling concerns.

First launched at Hillcrest Memorial Hospital in 2004, UPLIFT has lowered staff injuries related to patient handling there by 84 percent! A research study was conducted at Hillcrest related to safe patient handling and nurse retention. Over a three-year period the turnover rate of experienced RNs was reduced by 48 percent after the safe patient handling equipment was installed. The safe patient handling program was then expanded to North Greenville, Greer and Patewood hospitals.

Nurse Residency Program Debuts

On September 26, the first group of new RN graduates launched our Nurse Residency Program, which was developed by the University HealthSystem Consortium/American Association of Colleges of Nursing. Each new RN graduate hired will participate, with a new group starting every few months. Researched and recommended by GHS' Nursing Recruitment and Retention Council, the program supports graduates as they transition into their first professional roles as patient caregivers in acute, long-term or residential care settings.

The Nurse Residency Program uses an evidence-based curriculum that meets national residency accreditation standards. Developed by experts from academic medical centers and schools of nursing across the country, the curriculum features core content in three critical areas: leadership, patient outcomes and professional role. More than 7,500 nurses in the US have completed this program, and the results have included positive outcomes in reduced stress, increased competence and leadership skills, and enhanced retention rates.

This one-year program focuses on research-based practice, patient safety and professional development; it also emphasizes the sharing of experience through cohort groups and resident facilitators. Nurse residents take part in monthly meetings and classes as well as share "tales from the bedside" in a supportive environment with staff nurses, education specialists and other residents.

New graduates need to gain confidence and grow in knowledge. That's why the program culminates with a final project where participants focus on evidence-based practice and develop a project about which they are passionate, such as designing an educational offering, working on a performance improvement team, helping change a policy or creating a patient/family resource.

Uplifting News



(l-r) Carol Moody, RN, director of Nursing; Paige Hughes, RN, nurse manager of Cardiovascular and Monitored Surgery; and coach Delaine Hollingsworth, RN. Moody and Hughes helped facilitate the implementation and training of UPLIFT at Greenville Memorial Hospital.



RNs Valorie Brooks and Deb Fuller of Roger C. Peace Hospital–Rehabilitation submitted the winning name of UPLIFT for the minimal-lift program.



Tapestry of Excellence: Community Involvement

Nurses' Most Common Community Activities

- Activate Upstate
- Blood drive
- Camp nurse
- Car seat check
- Disaster relief
- First aid tent
- Health ministry
- Health talks
- Health walks/rides
- Health/wellness screening
- Medical clinic
- Military reserves
- Mission work
- Radiothon
- School nurse
- School volunteer
- Scout leader
- Soup kitchen
- Special Olympics
- Toy drive
- Tutor

"I performed mission work in a small mountain village in Mexico. The impact of this trip has reached many areas of my life. I am so aware of the many blessings we have here in the States. I am amazed at what our healthcare system provides yet is so often unappreciated. I am aware of the many things provided for the less fortunate here."

— Susan Chisholm, BSN, RN, Ortho Unit



Ball Runs to a First-place Finish

Linda Ball, RN, a nurse in the Behavioral Health Annex, captured first place in her age division at the 2008 Walt Disney World Marathon in January. Ball was the only one of 56 runners from the Upstate to win an award.

"I have been on 11 medical mission trips since 1996. Once you have traveled to a truly poor area, you realize the need for this type of program and the joy it can bring to yourself and others."

— Laura Hodges, RN, Mother-Baby Unit



GHS Nurses Volunteer at MauldinFest

(l-r) Outpatient Pre-op nurses Betty Bridges, RN; Joyce Sullivan, RN; and Kitty Ball, RN, volunteered in the First Aid Tent during the 2008 MauldinFest in September. Hillcrest Memorial Hospital was a corporate sponsor of this family-friendly event. The trio has volunteered for GHS at several community events, including Freedom Weekend Aloft.

"During our mission trip, we saw over 1,000 patients in four days. Such patients received worm medication, vitamins, a visit with one of the physicians and medicine they may have needed. You never return home from a trip like this the same as you were before the trip."

— Glenda Peninger, RN, CNS, Ortho Surgery

Tapestry of Excellence: Communication

During the year, nurses frequently communicated through presentations and posters with medical professionals from outside the system. Several also conducted research and had their work appear in professional publications.

Publications, Presentations, Posters

Barrett, Laura, MN, RNC; Ohanuka, Emily, BSN, RN; Smith, Jan, MSN, RN: (Poster) "Good Catches – Utilizing Alaris 'Smart Pumps'" at the South Carolina Magnet Conference in Columbia.

Bergstrom, Angie, BSN, RN: (Poster) "Glucose Control for the Cardiac Surgery Patient" at the South Carolina Magnet Conference in Columbia.

Bethel, Susan, MSN, RN: (Poster) "Professional Practice Model for Shared Decision Making: The Bridge to Partnerships Across a System" at the South Carolina Magnet Conference in Columbia; "Successes With Safe Patient Handling in a Large Healthcare System" (oral presentation) at the Premier Breakthroughs National Conference in Nashville.

Bryant, Heather, BSN, RN: "Increasing the Efficiency and Self-efficacy of the Emergency Room Nurse Through the Use of Simulation Training" at the Sixth Annual Nursing Research Symposium in Greenville.

Busby, Kevin, MS, RN: "Creating Home Through Self-direction: Developing a Model of Care in a Long-term Care Setting" at the Sixth Annual Nursing Research Symposium in Greenville.

Caicado, Audrey, BSN, RN; Johnson, Karen, MSN, MBA, RN, CRNI; Rhodes, Bobbie, BSN, MS, RN: (Poster) "The Little Engine That Did: Developing a PICC Team at a Small Hospital" at the South Carolina Magnet Conference in Columbia.

Cain, Carol, BSN, MA, RN: "Planetree and Jean Watson's Theory of Caring" for Celebrating the Science and Art of Caring Conference in Spartanburg; "Planetree Model of Care at GHS" at the South Carolina Hospital Association Annual Meeting in Columbia.

Davis, Sheila, RN: (Poster) "Mom's Keepsakes" at Celebrating the Science and Art of Caring Conference in Spartanburg.

Frommel, John, BSN, RN: (Poster) "The Theory of Human Caring: A Guide for Enhancing Nurse/Physician Communication" at Celebrating the Science and Art of Caring Conference in Spartanburg.

Gambrell, Jacqueline, BSN, RN, ONC: National Chemotherapy/Biotherapy Class Instructor for Oncology Nursing Society.

Gravelly, Sherry, BSN, RN: "Discharge Preparation Outcomes" at the Sixth Annual Nursing Research Symposium in Greenville.

Hudson, Elizabeth Jane, BSN, RN, OCN: "A Myth of Leadership: Leaders Are Born, Not Made." Ambulatory Office Nursing Special Interest Group (newsletter) with Oncology Nursing Society. July 2008:1-2.

Hudson, Elizabeth Jane, BSN, RN, OCN: Newsletter Editor. Ambulatory Office Nursing Special Interest Group with Oncology Nursing Society.

Hudson, Susanne, BSN, MBA, RN, WON: (Poster) "Annual Retreat for Nursing Unit: A Strategy to Enhance Retention and Recruitment" at the South Carolina Magnet Conference in Columbia.

Kirkpatrick, Terrie, BSN, MS, RN: (Poster) "Code BURT: A Behavioral Rapid Response Team Pilot Study" at the Sixth Annual Nursing Research Symposium in Greenville.

Knoblauch, Marilyn, BS, RN; Usry, Gwen, BSN, RN, CIC: "Hospital Acquired Pneumonia – Raising the Bar." *LPN* September/October 2008:4(5),26-33.

McGauley, Patricia, MSN, RN; Seitz, Sue, MSN, RN, CNOR: (Poster) "Advanced Practice Nurses As Leaders: Developing a CSI Model" at the South Carolina Magnet Conference in Columbia.

McGrath, Nancy, BS, RN: "Best Nursing Teams: Best in Adaptability Team GHS Cottages at Brushy Creek." *Advance for Nurses*. May 5:18.

McGrath, Nancy, BS, RN: "Evaluation of Engagement in a Culture Change Setting" at the Sixth Annual Nursing Research Symposium in Greenville.

Parris, Charlotte, RN: (Poster) "Improving Quality of Inpatient Colon Preps" at the South Carolina Gastrointestinal Nurses and Associates Fall Meeting in Myrtle Beach.

Prashad, Bea, BSN, RN, CNOR: "Open for Interpretation: Tips to Welcome Non-English Speaking Patients to Your Facility." *Outpatient Surgery Magazine* September 2008:36.

Prashad, Bea, BSN, RN, CNOR: (Poster) "Promotion of Patient Safety Starts With the Basics: Clean Hands" at the Sixth Annual Nursing Research Symposium in Greenville.

Pruitt, Latasha, BSN, RN: "Parental Presence During Pediatric Invasive Procedures." *Journal of Pediatric Health Care*; March-April 2008:22(2);120-7. Review.

"Writing for publication in a major journal allowed me to grow in knowledge, through extensive research and consultations with various healthcare members, and to share that new knowledge with fellow/peer nurses."
– Latasha Pruitt, BSN, RN

Seel, Juanita, RN: (Poster) "Collaborative Teams: The Role of the RN Clinical Documentation Specialist in Outcomes" at the South Carolina Magnet Conference in Columbia.

Smith, Jan, MSN, RN, CPAN: "Research and Evidence-based Practice: What Is the Connection?" *Eye Openers*. Newsletter for the South Carolina Association of PeriAnesthesia Nurses. March 2008;18(1):10.

Smith, Jan, MSN, RN, CPAN: "Research Notes/Caregiver Fatigue/Patient Safety." *Eye Openers*. Newsletter for the South Carolina Association of PeriAnesthesia Nurses. December 2007;17(3):6.

Stenback, Gloria, BSN, RN; Basham, Lynn, BSN, RN; Durham, Pattie, BSN, RN; Sansbury, Mary, BSN, RN; Walters, Sheila, MSN, RNC: (Poster) "Nursing Care of the Infant Treated With Neuroprotective Hypothermia" at the South Carolina Magnet Conference in Columbia; the poster also was presented by Robert Newell, MD, MBA, at The International Conference on Brain Monitoring in Vienna, Austria.

Stenback, Gloria, BSN, RN; Basham, Lynn, BSN, RN; Durham, Pattie, BSN, RN; Sansbury, Mary, BSN, RN; Walters, Sheila, MSN, RNC: "Treatment of Neonatal HIE With Neuroprotective Systemic Hypothermia: Medical and Nursing Care" at the 15th Annual Perinatal Partnership Conference in Myrtle Beach.

Stubbs, Rhonda, MSN, RN: "Engaging Frontline Staff in Continuous Quality Improvement: The Critical Role of Feedback" at the Sixth Annual Nursing Research Symposium in Greenville.

Thompson, Mandy, RN; Endaya, Ana, RN (co-presenters): (Poster) "Nursing Workflow and Medication Administration Processes" at the Sixth Annual Nursing Research Symposium in Greenville.

Turner, Jennifer, MSN, RN: "Using Peer Oversight and Accountability to Improve CMS Quality Measures for Community Acquired Pneumonia Patients" at the University HealthSystem Consortium 2008 Quality and Safety Fall Forum in Scottsdale, Arizona.

White, Suzanne, BSN, MN, RN, FAAN, FCCM, FAHA, NEA-BC: (Poster) "Better Visits: Giving Patients Choices in Their Healing Process; How One Integrated Healthcare System Developed a Successful Visitation Program" at Celebrating the Science and Art of Caring Conference in Spartanburg.

White, Suzanne, BSN, MN, RN, FAAN, FCCM, FAHA, NEA-BC: (Poster) "Upstate SC Lateral Violence Nursing Project" at the University HealthSystem Consortium 2008 Quality and Safety Fall Forum in Scottsdale, Arizona.

Research

Several research studies were in various phases of the process in FY 2008: in development, in data collection, approved or completed.

"Acuity Adjusted Staffing, Nurse Practice Environment and NICU Outcomes" by **Victoria Connell, RN**, NICU; **Gloria Stenback, RN**, Nurse Manager, NICU (ongoing).

"Effect on Skin Integrity and Pressure Ulcers Using Different Diapering Practices for Incontinent Patients" by **Mary Ann Mullaney, RN, NP, WOCN** (completed).

"Impact of Interdisciplinary Team Training on Communication, Outcomes and Team Performance in an Acute Rehabilitation Setting" by Stan Healy, Administrator; **Cynthia Bishop Trout, RN**, Director; Beth Cox, Director of Therapies; **Sue Bethel, RN**, Director of Research; **Kristen Hauck, RN**, Patient Safety Coordinator; **Kendra Blackie, RN**, Nurse Manager; **Valorie Brooks, RN**; Nancy Wolfe, Manager of Rehab Program (ongoing).

"Improving Functionality in Aging Elders Through Use of Wii" by Julie Eggert, RN, PhD, Clemson University; **Nancy McGrath, RN**; Bernardo Gutierrez, MD; Tammy DeBo, OTR/L; Connie Ranks, Social Work; **Kevin Busby, MS, RN** (in development).

"Nurse Residency Program Project Evaluation Study" by **Trudy Ackard, RN**, Nurse Residency Coordinator/Education Department; Deborah Willoughby, RN, PhD, Clemson University; **Sue Bethel, RN**, Director of Research (ongoing).

"Nursing Workflow and Medication Administration Process" by Janet Craig, RN, DHA, Clemson University; **Mandy Thompson, RN; Ana Endaya, RN**; Sandra Garrett, PhD, Clemson University (ongoing).

"Perceptions of a Shared Governance Model in a Hospital System" by **Hunter Jones, PhD, RN**, Director; **Mary Jo Fleischmann, RN**, Manager; **Bonnie Campbell, RN, CNE**; **Jenny Justus, RN, CNS**; **Sue Bethel, RN**, Director of Research (in development).

"Prevention of Nosocomial Infections and Cost Analysis," a multi-site study by **Gwen Usry, RN**, Infection Control Preventionist (ongoing).

"Retention Factors and Generational Differences in Nurses" by **Jennifer Wallin, RN**, Nurse Manager (ongoing).

"Using Ergonomics and Safe Patient Handling to Retain Nurses and Prevent Injuries at a Community Hospital" by **Marilyn Knoblauch, RN**, Infection Control Preventionist/Ergonomics Nurse; **Sue Bethel, RN**, Director of Research. Funded by Robert Wood Johnson Foundation grant; study completed with successful findings reported to RWJF (completed).

Note: *These lists are not intended to be all-inclusive. Information is self-reported. Multiple attempts were made to include appropriate information.*

Nurses in the News

Nurses throughout the hospital system frequently were featured in the media during 2008. This list highlights a sample of the publicity that GHS received through a variety of print media. Citations appear in chronological order unless otherwise noted. Note: For space purposes, only items appearing in print from January through September 2008 are included in this select listing.

"CPR Steps Up to the Plate." *Currents in Emergency Cardiovascular Care*. Winter 2007/2008:4,5.

Many publications shared the story of how off-duty GHS trauma nurse Lorie Dalpiaz rushed onto a baseball diamond to help a boy who was hit in the chest with a baseball, lost consciousness and stopped breathing. Working with a physician who administered CPR, they saved the boy's life.

"GHS Initiates Inpatient Glucose Control Program." *Vital Signs*: Vol. 8 No. 1:12-13.

Lori Bristle, MSN, RN, discusses the importance of inpatient diabetes education in this article.

"Diversity Leadership Awards Luncheon: Finding the MLK in Me." *The View*. February:1.

Bea Prashad, BSN, MBA, RN, CNOR, a nurse in Patewood Outpatient Surgery, received the inaugural individual award at the hospital system's MLK Diversity Leadership event. Prashad helped lead an effort in her department to identify and close a gap in caring for patients with limited English proficiency by working with other departments to bridge the language barrier, source of the gap.

"White Elected to SCHA Board." *Medical Staff Times*: April:2.

CNO Suzanne White has been re-elected for a third term to the board of the South Carolina Hospital Association.

"Palmetto Gold Award Winners." *Medical Staff Times*: April:3.

Six GHS nurses were honored for receiving the 2008 Palmetto Gold Award.

"Nursing Quilt Project Maps the Magnet™ Journey." *The View*. April:7.

In 2007, each GHS nursing unit/department was invited to participate in producing a nursing quilt. In all, more nearly 70 quilt squares were submitted. (See outside and inside covers of this report.) Over the following months, several squares would appear in the system's monthly newspaper, along with notes about their content and creators, as ways to demonstrate the 14 Forces of Magnetism. This inaugural piece featured an artful square designed by Kathy Becker, associate CNO, illustrating Magnet Force One: Quality of Nursing Leadership (see inside cover).

"Rapid Response Team Rolls Out Stroke Protocols." *Medical Staff Times*: May:2.

Shannon Sternberg, MSN, RN, CNRN, authored an article on the expansion of the Rapid Response Team for handling inpatient strokes.

"White Named Outstanding Nurse Leader." *Medical Staff Times*: May:4.

CNO Suzanne White is lauded for being named Outstanding Nurse Leader at the SC Magnet Conference.

"UPLIFT: New Minimal Lift Program Name." *Medical Staff Times*: May:4.

RNs Valorie Brooks and Deb Fuller won the contest to name GHS' minimal-lift program.

"Leadership Profile." *The View*. May:2.

CNO Suzanne White is the featured leader in this month's column. In it, White talks about the Frontline Nursing Leadership Academy, a program that allows staff members who have demonstrated excellence in care to develop their leadership potential.



GHS' inpatient nurse educator teaches a patient how to perform an insulin injection.

"Stomach Flu Upsets the Upstate." *Greenville Journal*, January 18:10.

This article quotes Connie Steed, RN, Infection Control manager for GHS.

"Employee Care Center Opens at GMMC." *Medical Staff Times*: March:6.

A second Employee Care Center opened in February to serve employees who become ill at work or who can benefit from wellness coaching. APRNs staff the care centers.

"Developing Frontline Leaders." *The View.* May:3.

In January 2008, 52 GHS frontline employees and 10 coaches began a journey of self-awareness and development as participants in GHS' second Frontline Leadership Academy class. Over the next two years, these individuals will learn to recognize opportunities, overcome barriers and develop performance improvement plans for their work areas. Special focus is being placed on teamwork, and several examples of process improvements from the 2006 class appear.

"The more employees who complete the program, the more the benefits reach within their units and the departments with which they work." – Bobbie Rhodes, BSN, MS, RN

"Patient Satisfaction." *The View.* May:5.

Stroke patient Brian Wilson and his family complimented the many nurses who delivered excellent care to Mr. Wilson, including Shannon Sternberg, MSN, RN, CNRN, the stroke program coordinator, and Galina Gunn, an RN at Roger C. Peace Hospital–Rehabilitation.



Galina Gunn, RN, with members of the Wilson family.

"Planetree Talk." *The View.* May:4.

The Post Anesthesia Care Unit (recovery room) staff members at Greenville Memorial Hospital are lauded by article author Carol Cain, BSN, MA, RN, director of Patient- and Family-centered Care, for modeling the GHS Stellar Service Standard – "Keep People Informed."

"Employee of the Year." *The View.* June:5.

Delores Welch, RN, received the GHS 2008 Larry M. Greer Stellar Service Award during National Healthcare in May. Welch, a charge nurse in the Medical Surgical ICU at Greenville Memorial Hospital, was recognized for her teamwork and mentoring skills, along with her compassion, kindness, professionalism and advocacy on behalf of patients.

"Regardless of what I had read or how many meetings I had attended, I didn't know much about Magnet until I attended this conference. I returned with a renewed enthusiasm and passion for nursing." – Sabrina Baucom, RN

"State Magnet Conference." *The View.*

June:7.

GHS was well represented at the sixth annual SC Magnet Conference, with 23 nurses and two interdisciplinary staff members in attendance in April. The hospital system displayed 11 of the 34 posters submitted and received four of the top five awards. During the conference, GHS Chief Nursing Officer Suzanne White was named the 2008 Outstanding Nurse Leader.

"GHS Remembers Mary Shilling, RN." *The View.* August:6.

The GHS family mourned the July 18 death of Mary E. Shilling, RN, former vice president of Nursing and Quality Improvement. Shilling retired from GHS in 1996, after 40 years of service. She played an instrumental role in the establishment of Children's Hospital, for which she was given the All for the Love of Children award in 1991. Children's Hospital later named its annual outstanding caregiver award for her. A memorial service took place in the Greenville Memorial Hospital Chapel on July 31.



Mary Shilling, RN

"The Science and Art of Caring." *The View.* August:7.

The GHS Nursing Research Council co-sponsored a conference in Spartanburg, "Celebrating the Science and Art of Caring." This conference featured Jean Watson, PhD, RN, Distinguished Professor of Nursing at the University of Colorado School of Nursing. Watson's *Theory of Human Caring* has been adopted by GHS Nursing and integrated into our philosophy.



Post Anesthesia Care Unit crew, back row (l-r): Dee Gollighugh-Witt, Pam Rice, Sue Lutz, Sherri Steele; front row (l-r): Doris Williams, Svetlana Davis, Barbara Keith, Rose Rector.



RNs Jan Smith and Hope Cantrell of Greenville Hospital System flank renowned caregiver Jean Watson.

More than 20 GHS staff members attended the conference. Carol Cain, BSN, MA, RN, GHS director of Patient- and Family-centered Care, featured GHS initiatives in her presentation, "Planetree Model: Human Beings Caring for Other Human Beings." Sheila Davis, RN, of the GMH Labor and Delivery Bereavement Support Team, received the People's Choice Award for her poster, "Mom's Keepsakes."



John Frommel, RN

Other GHS presentations included "The Theory of Human Caring: A Guide for Enhancing Nurse/Physician Communication," by John Frommel, RN, nurse manager, General Surgery; and "Better Visits: Giving Patients Choices in Their Healing Process – How One Integrated Healthcare System Developed a Successful Visitation Program," by CNO Suzanne White and Rachel Joseph Edwards, BS, director of Patient Flow Services.

"Moving Hospital Equipment Involves Careful Timing." GreenvilleOnline.com: July 29.

Moving an entire hospital is a huge undertaking. Lee Gilreath, surgery nurse manager, is shown in the article adjusting equipment being installed in an OR.

"New Directors of Nursing." Medical Staff Times: August:3.

Two new directors of Nursing have joined the GHS team: Laura Meister for Children's Services and Terri Negron for Women's Services.

"Greer Memorial Hospital Celebrates Opening of New Facility." The Greer Herald: August 12:A7.

The community walk from Allen Bennett Memorial Hospital to the new Greer Memorial Hospital is highlighted. Bonne Johnson, RN, also is pictured in the article transporting the time capsule from one site to the other.



ABMH staff and the community mark the opening of Greer Memorial Hospital with a three-mile walk.

"Hospital Staff Find Their Way in Greer." GreenvilleOnline.com: August 12.

A scavenger hunt helped nurses find their way around the new hospital in Greer.

"Flexibility Works." The Greenville News: August 18:1C.

The advantages of part-time work are heralded, and Wendy Raimondis, RN, explains why she loves working part-time in the Patewood Outpatient Surgery Center.

"Hospital Staff Make Symbolic Walk From Allen Bennett to New Campus." The Greenville News: August 12:1C (Greer Edition).

The three-mile walk from one closing hospital to one opening hospital included community members and GHS employees such as nurse Linda Edmonds.

"Greer Memorial Hospital to Open August 24th." Times Examiner: August 13:1.

Involved in the unearthing of the time capsule at Allen Bennett Memorial Hospital is nurse Charlene Crowe, who has the longest tenure at the facility.

"Greer Memorial Hospital Opens." The View. September: Special Edition.

This four-page color insert documents the opening of Greer Memorial Hospital and closing of Allen Bennett Memorial Hospital, describes other facilities on the new Greer Medical Campus and lists major GHS and Greer milestones.

"A Passion for Patients." The Greer Herald: August 26:A7-8.

Bonne Johnson, who is the director of Patient Care Services at Greer Memorial Hospital, shares her passion for patients and love of the community.

"Total Health." The View. September:3.

Total Health is a GHS initiative aimed at standardizing healthcare delivery so that the right patient receives the right care at the right time. The article showcases Judy Case, RN, who has helped train staff in The Children's Clinic on eClinicalWorks, an electronic medical record system.



Judy Case, RN

"Hillcrest Offers H.O.P.E." The View. September:6.

Hillcrest Memorial Hospital has launched a new program: Hillcrest Orthopaedic Patient Experience (H.O.P.E.), which prepares patients for what to expect before, during and after total joint replacement surgery. The class is led by RNs Maria Scott, Bobbie Rhodes and Lori Salter.

"UPLIFT Launches at GMH." The View. September:6.

On July 14, the GHS minimal-lift program, UPLIFT (Use Portable Lifts in Facilitating Transfers), introduced 13 units at Greenville Memorial Hospital. Portable lifts are considered best practice in keeping staff and patients safe and in improving patient outcomes. Paige Hughes, nurse manager of Cardiovascular and Monitored Surgery, and Carol Moody, DON, helped facilitate the planning, training and implementation of UPLIFT for GMH.

"'Whole Family' Approach Sets the Bar in Cancer Care." Focus on Pediatrics: Fall:7.

A one-page sidebar on the School Intervention Program quotes Cathy King, RN, a pediatric oncology nurse, and it pictures Denise McKenna Reisner, CPNP, discussing therapeutic activities and psychosocial support provided at BI-LO® Charities Children's Cancer Center at the hospital system.



The Adventurers (a support group at Children's Hospital) take their minds off cancer with fun times at the bowling alley. The group's outings are an example of therapeutic activities organized by the psychosocial team at BI-LO Charities Children's Cancer Center.

"Clinical Research: Stepping Stones to a Cure." Focus on Pediatrics: Fall:11.

A sidebar highlights the research nurses at BI-LO Charities Children's Cancer Center.

"VeinViewer™ Technology: Fewer 'Sticks' Means Fewer Tears." Focus on Pediatrics: Fall:29.

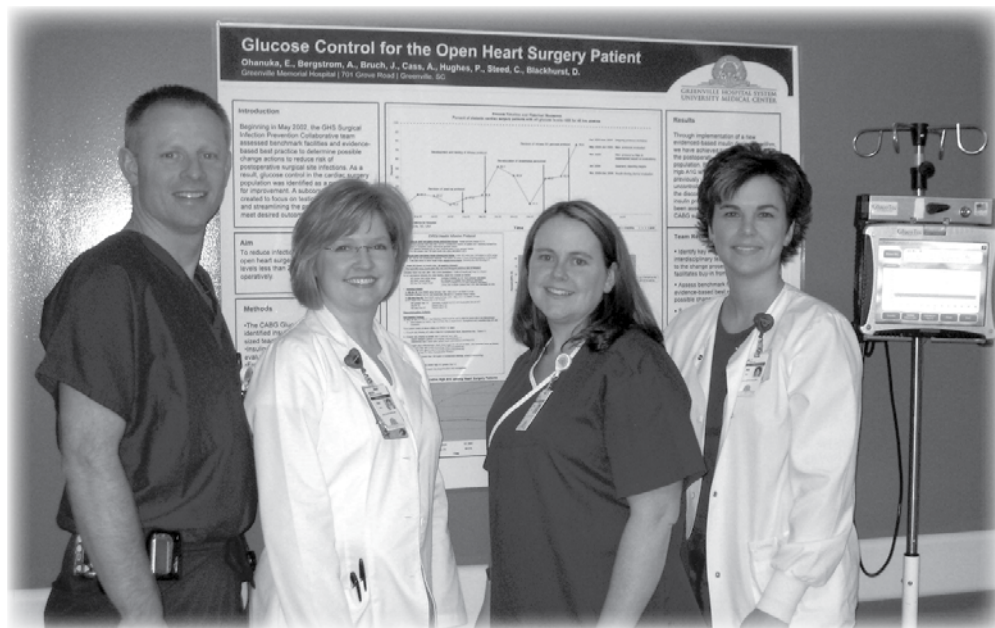
Nina Lee-Pittman, MS, RN, CPNP, talks about this new technology and is shown with a youngster making use of the mobile device.



(l-r) Marie Bolding, RN, CCRP, clinical research assistant Susan Dove and Carol Hartley, RN, are part of the clinical research team managing pediatric oncology trials.

"Kudos." The View.

April:5. The Cardiovascular ICU received the Nursing Process Improvement Council's (NPIC) "PI Project of the Month" for January. The project showed how the Glucomanager enhances glucose control following CV surgery, resulting in improved patient outcomes.



Members of January's "PI Project of the Month" are (l-r) Barry Elkins, RN; Angie Bergstrom, RN; Paige Hughes, RN; and Emily Ohanuka, RN.

May:5.

The GI Lab at Allen Bennett Memorial Hospital won the NPIC's February "PI Project of the Month" with its project, "Improving the Quality of Inpatient Colon Preps."

Sabrina Baucom, ADN, RN; Ahychel Mullikin, MSN, MBA-HC, RN; Susan Jarvis, MSN, RN; Martin Henson, ADN, RN, CCRN; Ylva Belle Byars, ADN, RN; and Marilyn Knoblauch, BS, RN, were named 2008 Palmetto

Gold award winners by the SC Nursing Foundation. The awards honor the state's top 100 nurses for dedication, professionalism and clinical excellence.



PI project winners from the GI Lab are (l-r) Sally Baranski, RN; Ruth Ann Williams, RN; Lynn Boyle, RN; Charlotte Parris, RN; and Angie Craig, RN.

July:5.

The Cottages at Brushy Creek nursing staff received the Best in Adaptability Award from *Advance for Nurses*, a clinical news magazine for nursing professionals. The award recognizes the staff's ability to adjust to change and institute innovative programs.

August:5.

Jennie Bostic, RN, UPLIFT coach in Outpatient Recovery at Hillcrest Memorial Hospital, has won the first GHS "Coach of the Year" award by encouraging use of minimal-lift equipment, overseeing the equipment and training staff on its use.



The patient handling program (UPLIFT) is now in use at six GHS sites.

"Stellar Service." The View.

January:4

Jessica Shuford, RN, 4D/GMH, exemplified treating everyone with dignity and respect when a homeless patient had no place to go after discharge. Shuford bought new clothes for the patient, found a shelter that would accept him and arranged for taxi transportation.



Matt Farnham, RN, GMH ETC, earned a stellar star for comforting an elderly patient who had been in the ETC for several weeks while awaiting outside placement. When the



frail man needed a shower, Farnham gathered the supplies needed and escorted the patient to another floor for a warm shower and clean shave.

February:4

Dorothy Burton, RN, Surgery/Hillcrest Memorial Hospital, was lauded for taking time to get to know her patients. Burton usually arrives before her shift so she can visit with patients and often pays for medications that they can't afford.



March:4

Larry Epps, RN, GMH Cath Lab, received four stellar star nominations in one month! Each noted his skill, humor and attentiveness. One patient wrote that Epps gave his cell phone number to family members to call if they had questions. Another cited Epps for his excellent discharge instructions.



Sara Stine, RN, Labor & Delivery/GMH, showed vigilance and compassionate care of a patient whose unborn baby was diagnosed with a terminal condition. After labor was induced, Stine stayed with the patient and spouse throughout the night. When she had to leave, Stine made sure that Tammy Hudson (see below) took good care of the couple.



Tammy Hudson, RN, Labor & Delivery, GMH, assumed the care of Stine's patient (see above) during a difficult labor. Following the stillbirth, Hudson carefully wrapped the baby girl and placed her in her mother's arms.



May:4

Steve Franks, RN, NGH-LTAC, was thanked by a patient's wife for his encouraging care of her husband and for keeping her aware of her spouse's progress. Franks even took time outside of work to ride with her husband in the ambulance to GMH for testing.



Ellie McCann, RN, Mother-Baby Unit/GMH, provided compassionate, attentive care to parents whose baby became jaundiced just before discharge. McCann explained how light therapy would be used on the newborn. Within a few hours, the infant's bilirubin levels lowered, and the baby was cleared to go home.



July:4

Glenda Peninger, RN, CNS, Orthopaedic Surgery/GMH, opened her home to a patient who needed hospice care. Peninger and her family surrounded this patient with love. She died peacefully, just 12 hours after arriving at Peninger's home.



Dana Fowler, RN, Pediatrics/GMH, is known for taking time in her schedule to answer a question or provide guidance for student nurses. She makes sure her students have the opportunity not only to observe new and innovative treatments but also participate, with Fowler's guidance, in administering the treatments.



Vanessa Epps, RN, Cardiology/Medicine/GMH, helped a patient attend her daughter's wedding by moving the ceremony to the GMH chapel. She even arranged for a wedding cake on a few hours' notice. The grateful patient's son wrote that Epps "is a very special person and is well loved by all of our family."



August:4

Lisa Keller, RN, Stroke Unit/GMH, aided a pregnant mother and her toddler son who were brought to the Emergency Trauma Center (ETC). The toddler was fine, but the mother was very ill and needed to be admitted. They had been traveling to Texas by bus, and the mother knew no one in Greenville. The ETC team created a nursery and made a plan of care for the child until his mother could be discharged.

September:4

Traci Singleton, RN, OR/Patewood, was recognized for her generosity to a young woman who would be returning to campus for multiple surgeries. The patient remarked how much she liked Singleton's colorful OR hat. Singleton then gave the patient a cap from her own OR cap collection.



Nursing Leadership

White, Suzanne K., BSN, MN, RN, FAAN, FCCM, FAHA, NEA-BC
President, Greenville Memorial Medical Campus; GHS Vice President, Patient Care Services/Chief Nursing Officer

Becker, Kathryn, BSN, MBA, RN, NEA-BC
Associate Chief Nursing Officer; Interim Director of Nursing, Perioperative Services; Senior Administrator, Greenville Memorial Hospital

Bethel, Susan A., BSN, MSN, RN
Director, Nursing Clinical Programs & Research

Cain, Carol, BSN, MA, RN
Director, Patient- and Family-centered Care

Corr, Dale, BSN, MBA, RN
Director of Nursing for Surgical Nursing Units, Supplemental Staffing, Patient Transport, Wound Care at Greenville Memorial Hospital

Haines, Beverly J., BSN, MNEd, RN
Director, Patient Care Services at Patewood Medical Campus

Hillman, Linda, BSN, MBA, RN
Director of Nursing, Oncology Services at Greenville Memorial Medical Campus

Johnson, Bonne T., BSN, MSN, RN
Director, Patient Care Services at Greer Memorial Hospital

Jones, Hunter R., PhD, RN, FACHE, NEA-BC
Director, Patient Care Services at North Greenville Hospital–Long Term Acute Care

Meister, Laura A., BSN, MSN, RN
Director of Nursing, Children's Services

Moody, Carol, BSN, MAS, RN, NEA-BC
Director of Nursing, Cardiovascular and Critical Care Services at Greenville Memorial Hospital

Negron, Terri, BSN, MN, RN, FNP
Director of Nursing, Women's Services

Nichols, Karen, BSN, RN
Administrator, The Cottages at Brushy Creek

Richter, Sarah G., BSN, MSN, RN, NE-BC, FACHE
Director, Patient Care Services at Hillcrest Memorial Hospital

Smith, Jan, MSN, RN, CPAN
Magnet Coordinator

Trout, Cynthia Bishop, MSN, RN, CRRN
Director of Nursing for Greenville Memorial Hospital Medical Nursing, Marshall I. Pickens Hospital–Behavioral Health, Roger C. Peace Hospital–Rehabilitation

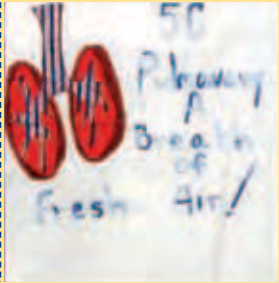
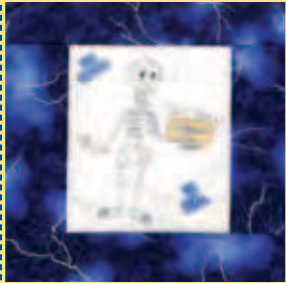
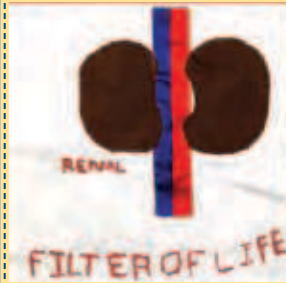
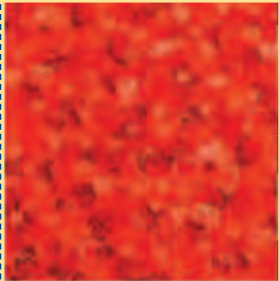
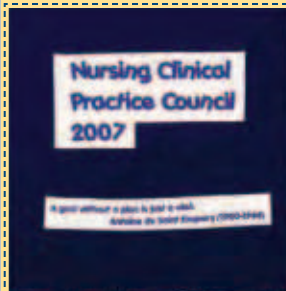
Vaughn, Eleanor, BSN, MSN, RN
Manager, Nursing Informatics and Special Projects

White, Sarah G., BSN, MSN, RN
Director of Nursing, GHS Emergency Services

Woods, Landace, BSN, MSN, RN, BC
Director of Nursing, GHS Home Health & Equipped For Life®

Nursing Statistics

Vacancy Rate	4.3%
Turnover Rate.....	8.8%
Staff RNs.....	2,539
Nursing Directors and Administrators	22
Nursing Managers	85
Nursing Supervisors	77
Certified Registered Nurse Anesthetists	81
Clinical Nurse Specialists	13
Clinical Nurse Educators	21
Total RNs	2,723
Clinical Sites (for placement of nursing students).....	85
Clinical Nursing Student Encounters	3,400
System Bed Count	1,268





GREENVILLE HOSPITAL SYSTEM
UNIVERSITY MEDICAL CENTER

701 Grove Road • Greenville, South Carolina 29605-5601

ghs.org

(864) 455-7000

