STRUCTURAL EMPOWERMENT

Nurses throughout the organization are involved in self-governance and decision making structures and processes that establish standards of practice and address issues of concern. Multiple strategies establish processes and expectations that support professional learning, role development, and career advancement.

Nursing Career Enhancement Model (NCEM)

North Hills Hospital provides the Nursing Career Enhancement Model (NCEM), which encourages leadership, growth, and development for the direct care RN in the pursuit of excellence. The purpose of NCEM is to stimulate the desire in the individual nurse to excel and to grow the professional development of the organization. The NCEM process uses the career tracks of education, management, and clinical expertise and supports professional and clinical advancement. Annual bonuses correlating to points earned by proven career enhancement activities are available up to $3,000. Key components of the NCEM are as follows:

- Academic achievement
  Bachelor, Masters, and Doctorate degrees
- Continuing education hours and certifications
- Nurses as teachers
  Inservice and continuing education presentations
- Instructing, coaching, mentoring, and peer retention
- Quality of care
  Nurse as clinical expert
- Research
  Professional clinical project

136 nurses earned a total of 768 points from the topics listed below. They earned a total of $76,750, reflecting an average financial bonus of $565 per nurse. What excellent participation from our nurses!

- Wipe Out Clostridium Infection
- Evidence Based Practice in Nursing
- Nonverbal Communication: Nursing Assessment
- Getting a Handle on Falls
- Pandemic Influenza
- Chain of Command
- Peer Review Exposed
- Multidisciplinary Rounds for TED Hose: Thigh High vs. Calf High
- Patient Education: Using Media
- Precepting and Clinical Coaching: Know the Difference
- Hypothermia as Treatment in the Critically Ill Patient
- Know Your Numbers: Cholesterol and Triglycerides
- Sensitivity in Caring for Bariatric Patients
- Chest Tube Proficiency
- Care of the Trach on Medical/Surgical Units

The Department of Education and organizational development partnered with the Nurse Executive Council to plan and carry out Nursing Excellence Grand Rounds that occurred regularly. There were 10 offerings and 15 CE credits awarded. The following topics were presented by multiple disciplines working together:

- Effective Neurological Assessment
- Strategies to Save a Brain
- Advanced Neurological Assessment
-Updates in Minimally Invasive Gynecological Care
- Updates in Care of the Oncology Patient
- Death and the Dying Patient
- The Evidence after DVT: Moving & Medication
- Infection Prevention in the High Risk Patient
- The Evolution of Medical Ethics
- Pain Resource Nurse Seminar

HIGH POINT RECIPIENT

High Point Recipient, Paula Wyman, states “Participating in the Career Enhancement Model has helped me to realize all the things that our nurses do to help our hospital practice and grow. It has encouraged me to look for new opportunities to participate in this growth. I believe the increased numbers of our nurses working on their next degree has been largely influenced by this program simply because it has each of us evaluating our goals and direction annually.”
Nursing Certifications Increase By 54%

On their journey to nursing excellence, many of our nurses have recently completed national certifications in their clinical specialties, and many more are taking courses to prepare them for their national certification exams or to maintain their certification. Take a look at our nurses who continue to strive for excellence and have passed their certification exams.

**CARDIOVASCULAR SERVICES**
Debra Latapie, RN, PCCN-BC
Carleen Stout, RN, CDE
Fred Armstrong, ARRT (CV)
Bill Fornataro, ARRT (CV)
Craig Green, ARRT (CI) RCIS

**CARDIOVASCULAR CARE UNIT**
Dorie Bennett, RN, CCRN
Annette Berry, RN, CCRN
Jason Cain, RN, CCRN
Taylor Daniel, RN, CCRN
Barb Holm, RN, CCRN
Beth Martin, RN, CCRN
Ashlee Meeks, RN, CCRN, CMC
Darryl Perkins, RN, CCRN

**CASE MANAGEMENT**
Joyce Kelly, RN, ACM
Cynthia Lawson, RN, CPHQ, RN-BC, IQCI
Denise Torres, RN, CCM

**EDUCATION DEPARTMENT**
Jill Frost, RN, AWHONN
Barbara Manning, RN, CWOCN, CFNC
Judith Ward, RN, CCRN

**EMERGENCY DEPARTMENT**
Christie Alford, RN, CCRN, CEN
Anthony Blevins, RN, CEN
John Green, RN, CEN
Kirk Lyman, RN, CEN
Pamela Nunneley, RN, CEN
Bryan Pond, RN, CFRN, CCRN
Erica Watkins, RN, CEN
Pat White, RN, CRTT

**INTENSIVE CARE UNIT**
Neoly Casaquite, RN, CCRN
Josefina Mercado, RN, CCRN
Rose Messer, RN, CCRN
Marjorie Pineda, RN, CCRN
Gerry Powell, RN, CCRN
Maura Reeves, RN, CCRN
Madeline Schroeder, RN, CCRN

**MEDICAL SURGICAL DEPARTMENT**
Stephanie Ariola, RN, CMSRN
Beth Claypool, RN, CMSRN
Lorraine Kaczynski, RN, CMSRN
Wen Li, RN, CMSRN
Julie Ragle, RN, CMSRN
Trudy Rex, RN, CMSRN
Mary Williams, RN, CMSRN
Paula Wyman, RN, CMSRN

**NURSING LEADERSHIP**
Donna Anderson, RN, CPHRM
Jane McCorley, RN, NEA-BC
Amanda Robbins, RN, GCNS
Emily Taton, RN, RNC
Stacey Taylor, RN, ONS

**PERIOPERATIVE DEPARTMENT**
Nancy Bernacki, RN, CCRN
Kelly Boren, RN, CNOR
Ann Jones-Brown, RN, CCRN
Kim Dean, RN, CCRN
Kathleen Edwards, RN, CRGN
Robert Oakes, RN, PCCN
Charlotte Ray, RN, CRGN
Stacey Stateham, RN, CRGN

**PROGRESSIVE CARE UNIT**
Laura DeVage, RN, PCCN
Morgan Duvall, RN, PCCN
Gerard Kelley, RN, PCCN, RN-BC
Andrea Wegman, RN, PCCN

**WOMEN’S SERVICES**
Ashleigh Anderson, RNC-OB
Lori Bailey, RNC-OB
Deborah Cates, RNC-OB
Mary Denham, RNC-NIC
Summer Hughes, RNC-OB
Carla Magee, RN-CCRN
Hala Mikhail, RN-IBCLC
Kerry Miller, RNC-OB
Liz Pevytoe, RN-IBCLC
Georgie Sampang, RN-BC
Katherine Stein, RNC-OB
Consuelo Veanueva, RN, CNOR
Tammie Walker, RNC-OB

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**Nursing Excellence Award**

The hospital's Nurse Practice Council selects an annual recipient for the Nursing Excellence Award based on the following criteria:

- Leadership/membership in professional nursing organizations.
- Community service demonstrated through volunteering or lecturing.
- Ability to act as a role model for their colleagues.
- Utilization of the CARING model as a compassionate caregiver.
- Significant contributions in nursing.

Jeri Long Receives 2010 Nursing Excellence Award

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**NURSING CERTIFICATIONS**

![Graph showing increase in nursing certifications from 2009 to 2010](image)
Internships

As new graduates beginning their careers, interns are literally bombarded with information, new processes, independent decision making, and a clash of culture in their first few months on the clinical unit. It is during this time-frame that our profession and hospitals encounter the loss of novice nurses. During an internship planning session, our hospital’s educators identified the need to assist these nurses through the “shock phase.” In researching current literature, information was found on the subject of reflective thinking and how it bridges the gap between theory and practice. Thus, our Intern Huddles program was born.

Before each Intern Huddles group is started, a baseline survey is conducted to determine the group’s familiarity and use of reflective practice.

The interns, an educator, and the facility chaplain meet bi-weekly for one hour during the first eight weeks of the internship. During this hour, they reflect on their new career, support each other, and network. Our motto, What happens in the

Huddle stays in the Huddle, provides a safe environment for the interns to express their frustrations. The chaplain asks one or two reflective questions to get the group talking, and the conversations then go in whatever direction the interns take. Included with this process is writing in a journal that one intern will keep for two weeks to document reflections, occurrences, and feelings. Then the journal is passed on during future internships as a way to help new interns learn to reflect and to see previous interns’ experiences. Currently there are four internships that have recorded in the journal. This journal is for the interns only, and no one else reads it.

This process has been well received by the interns, and many have commented that it is a good opportunity to debrief. From the outside looking in, the educators have noted that the Intern Huddles have built and strengthened the interns’ relationships with each other. Pre and post surveys reveal a slight increase in their usage of self-reflection. Interns show a moderate increase in reflecting on their behavior, feelings, decisions, and of using reflective practice tools.

In 2009 – 2010 there were a total of 20 new graduate nurses hired for all patient care units of the hospital. The internship promoted role development of these new nurses into direct care nurses. The internship evaluation survey showed that 100% of interns felt supported and valued as a nurse at the end of their internship. Also 100% felt the internship enhanced their critical thinking, quality of care delivery, and ability to apply evidence based practice principles.

“What happens in the Huddle, stays in the Huddle”