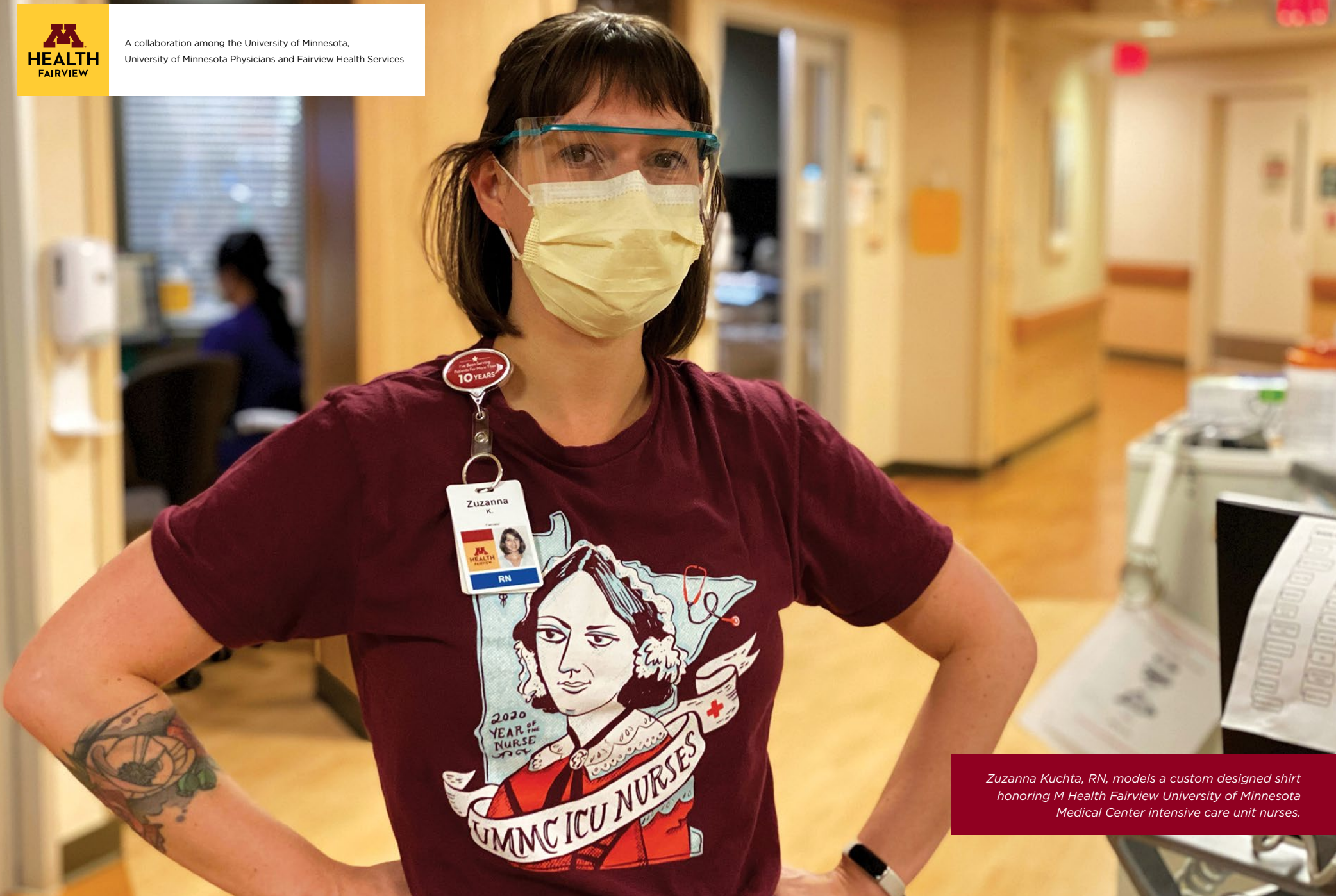




2021

COMPASSION & RESILIENCE AMID CHALLENGE

SYSTEM NURSING ANNUAL REPORT



Zuzanna Kuchta, RN, models a custom designed shirt
honoring M Health Fairview University of Minnesota
Medical Center intensive care unit nurses.

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GREETING FROM OUR CHIEF NURSE EXECUTIVES



LAURA REED
Chief Nurse Executive
Chief Operating Officer



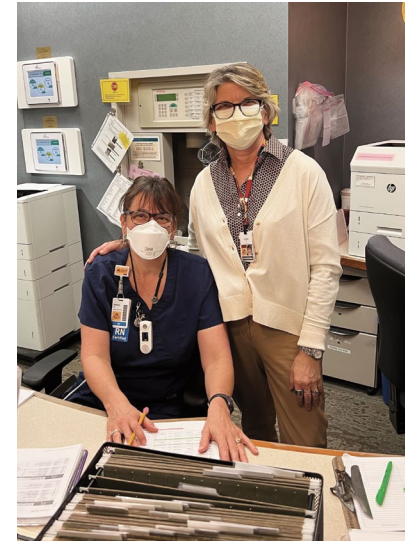
LINDA WICK
Associate Chief Nurse Executive

After the shock of 2020, so many of us were sure there couldn't be another year of major upheaval, yet reflecting on 2021 is a bit of a blur for all of us. The COVID-19 pandemic continued to stress our teams, our resources, our collective mental health, and most tragically, our patients. This was another year when the deeds and actions of nurses went so far above and beyond. We are immensely proud of our teams and we've gathered several examples of nurses doing exemplary work in this report.

As our pandemic rages on, I hear the fatigue, despair, anger, and gratitude from all the frontline teams. Nursing has been – and will continue to be – in the battle. Yet despite the intense demands of the pandemic, the nurses at M Health Fairview took the time to nominate over 100 colleagues for the March of Dimes Nursing Awards. This tribute and dedication to their teammates speaks to what we hear and see when rounding. When we ask what keeps the nurses coming to work, we hear, “The people I work with.” This is a consistent response across all the acute care and ambulatory sites.

Nursing is a team sport, and these past two years we have become a stronger, more cohesive, more successful team. We have watched in awe as our teams have pivoted to learn new processes, embrace new care pathways, and adjust to new equipment. Due to capacity constraints, they learned how to care for critically ill patients that previously were in the ICU but are instead in the ED or IMC. The teams have innovated to mitigate staffing challenges across all roles yet have continued to provide safe care for our patients. They have been role models for our communities by encouraging vaccines, wearing masks, and social distancing. And they have provided compassionate care to all who enter our facilities.

2021 was a test of our resilience. Our teams have passed the test and look to a brighter 2022 with fewer pandemic concerns, full staff, and continued innovation and passion for the work we do.



*Linda Wick rounds at M Health Fairview
Ridges Medical Center.*

M HEALTH FAIRVIEW EXECUTIVE NURSE LEADERSHIP



LAURA REED

RN, DNP, MBA

Chief Nurse Executive

Chief Operating Officer



JULIBETH LAUREN

PhD, APRN, ACNS-BC

Vice President, Nursing Practice
and Clinical Excellence



LINDA WICK

MS, APRN, CHFN

Associate Chief Nurse Executive

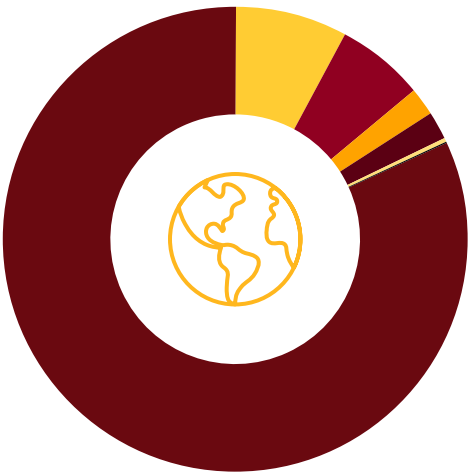


ANN LAFLAMME

RN, DNP

Vice President, Chief Clinical
and Nursing Informatics Officer

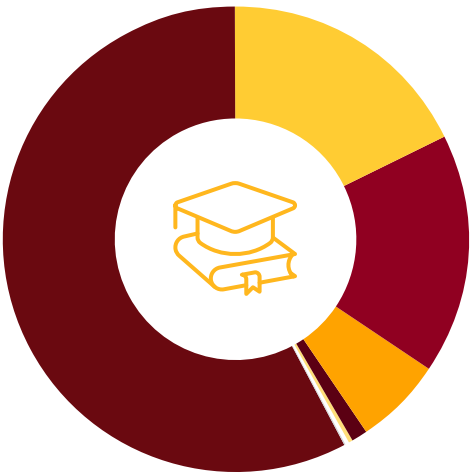
NURSES BY THE NUMBERS



ETHNICITY

Represented by %, includes Ebenezer (EBE)

- White – 81.89%
- Black or African American – 7.73%
- Asian – 6.19%
- Hispanic or Latino – 1.90%
- Two or more races – 1.80%
- American Indian/Alaska Native – 0.45%
- Hawaiian/Pacific Islander – 0.04%



HIGHEST DEGREE LEVEL

Represented by % (excludes EBE)*

- Bachelors in Nursing – 57.97%
- Associate Degree in Nursing – 17.64%
- None Entered – 16.65%
- Masters in Nursing – 6.3%
- Diploma of Nursing – 0.98%
- Doctorate of Nursing – 0.33%
- Post Bach Certificate Nursing – 0.10%
- PhD in Nursing – 0.02%



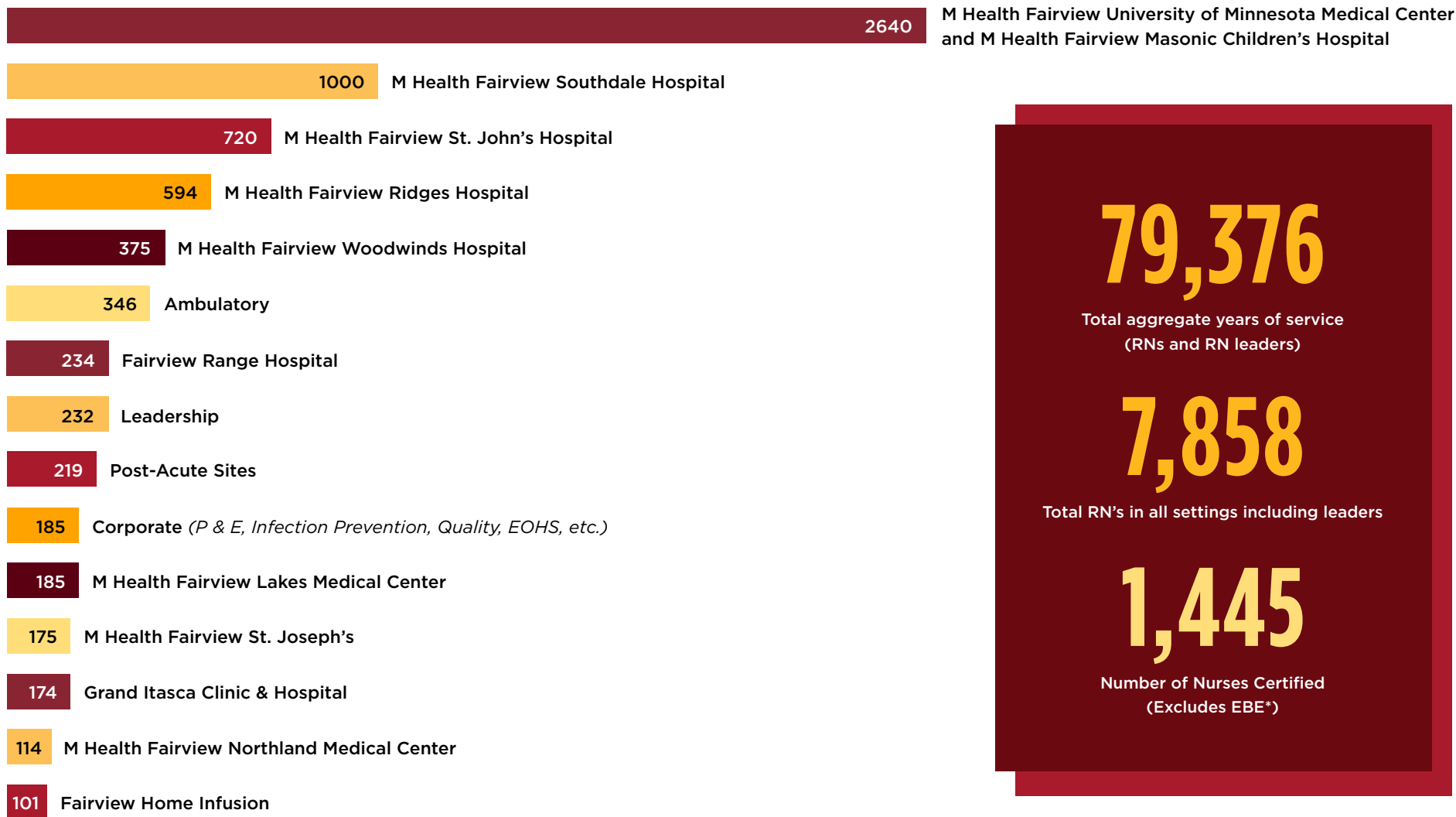
NURSES BY GENDER

88.6% **11.4%**
FEMALE **MALE**

**Ebenezer does not track these statistics in Lawson*



WE ARE EVERYWHERE — NUMBER OF NURSES AT EACH SITE (as of December 2021)



79,376

Total aggregate years of service
(RNs and RN leaders)

7,858

Total RN's in all settings including leaders

1,445

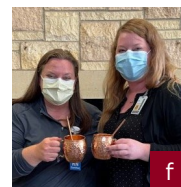
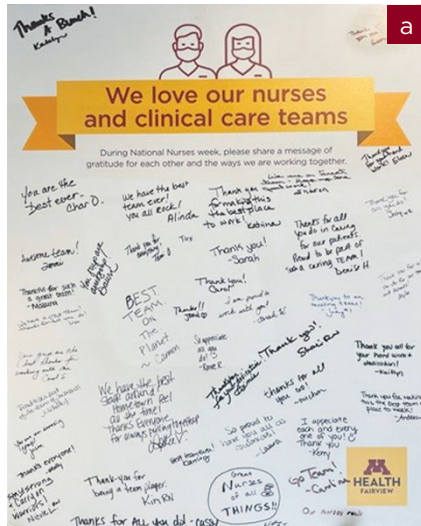
Number of Nurses Certified
(Excludes EBE*)

PEOPLE ENGAGEMENT

NURSES WEEK CELEBRATES OUR PROFESSION

Nurses Week 2021 featured many activities to celebrate our nurses, including the virtual Presenting Discoveries poster fair, Nurses Week webinars presented by the University of Minnesota School of Nursing, Quest for Nursing Excellence virtual series, the inaugural Nursing Grand Rounds sessions, as well as promotion of wellness and self-care resources, exclusive discounts for nurses at various retailers, and recognition on the nursing units.

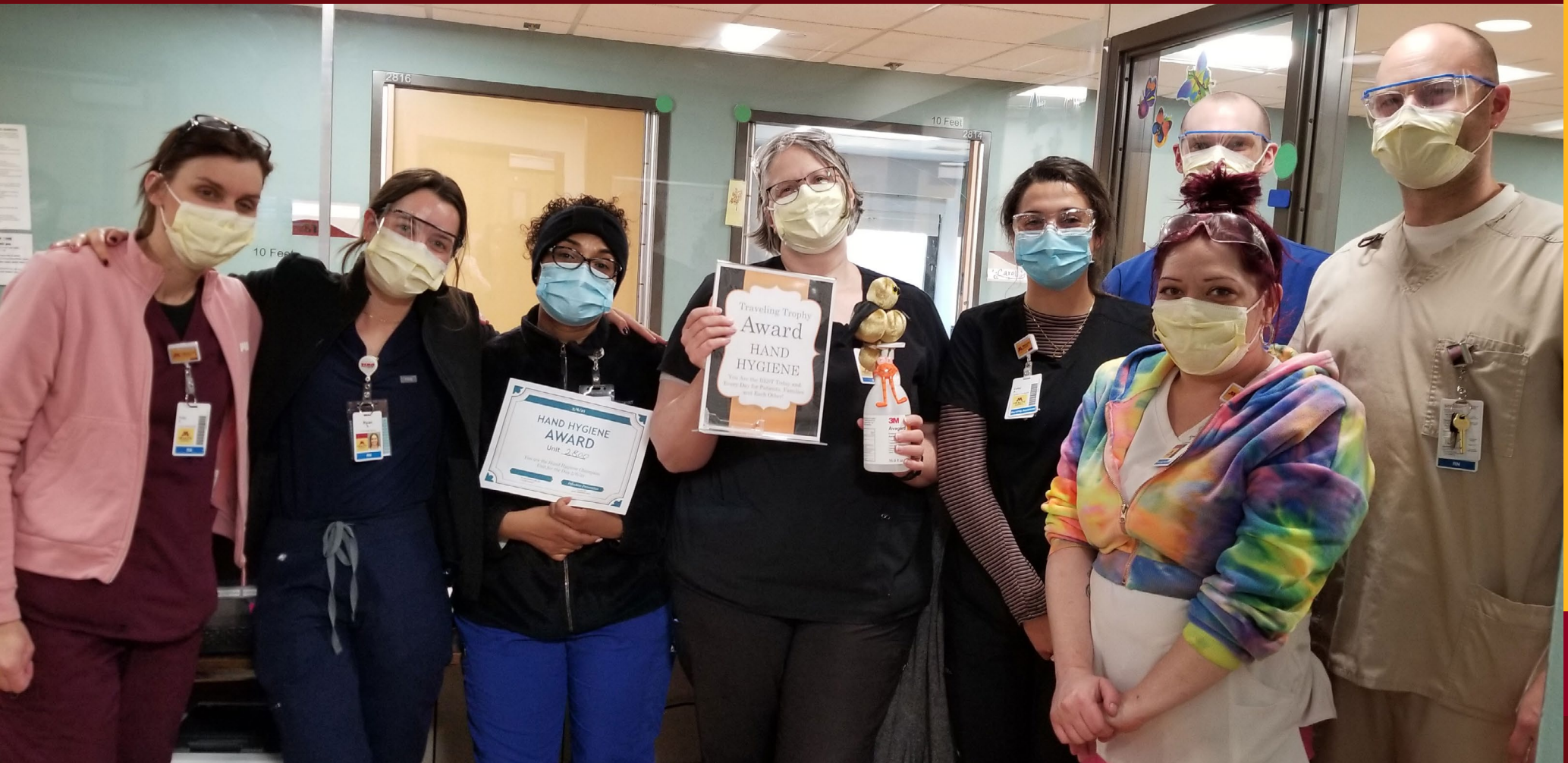
Patients, families, and colleagues shared messages of thanks during Nurses Week. Gratitude posters around the hospitals lauded the teamwork and dedication of nurses and caregivers. One common theme was summed up on one of the boards: “Thank you for being there for our patients. We’re grateful to have each of you as part of our team!”



I love being able to feel that I have made a positive difference in my patient's journey at the hospital.

– Eileen Foley, BSN, RN, CCRN, Critical Care at M Health Fairview Ridges Hospital

- Colleagues recognized M Health Fairview Northland Medical Center nurses on their Nurses Week poster.
- Nurses at M Health Fairview Woodwinds Health Campus enjoy treats for Nurses Week.
- Nurses Kelley Darr, Jenesa Troidl, Riam Webb, and Whitney Olson celebrate the holidays at M Health Fairview Southdale Hospital.
- The nursing team from M Health Fairview Ridges Hospital was honored at Twin Cities Summer Jam. Nurses were welcomed to the Gray Duck hospitality tent and thanked by Gray Duck owner and former Viking Chad Greenway. Partial proceeds from the event were donated to M Health Fairview Masonic Children's Hospital.
- Brook Waugamon and Lisa Orr model Florence Nightengale wear for Nurses Week.
- M Health Fairview Ridges Hospital nurses toast Nurses Week.
- M Health Fairview St. Joseph's Campus crew celebrates Halloween masquerading as medical supplies.
- Harry, our therapy dog, visits nurses at M Health Fairview University of Minnesota Medical Center.



M Health Fairview St. Joseph's Campus nurses with hand hygiene awards.

“ROW THE BOAT” PHILOSOPHY INSPIRES JENNI MORRISON, RN.

Jenni Morrison, RN, Nurse Manager, has always been a sports fan. So, when she and her team on the P3 Cardiac Telemetry unit at M Health Fairview St. John’s Hospital faced the challenge of COVID-19 in March 2020, she bolstered team morale by adopting the mantra of Gopher football coach P.J. Fleck: “Row the Boat.”

The “Row the Boat” philosophy is about choosing positivity and optimism instead of being defined by circumstances outside of your control, and the pandemic is undoubtedly something outside our control.

“Row the Boat” became her team’s motto. Jenni signed off on communications with the saying. She arranged for team T-shirts with the phrase and was given a “Row the Boat” flag for her office. So when P.J. and Jon Gordon published “Row the Boat: A Never-Give-Up Approach to Lead with Enthusiasm and Optimism and Improve Your Team and Culture” she ordered it right away.

“Row the Boat is not only about how you handle success but also about how you handle adversity. It’s about pulling together as a team when things aren’t going well,” Jenni said. “It’s a great guide for how to lead during times of change and challenge. We learned to be flexible as a team and lean on each other for support.”

Jenni acknowledges that the support of others outside her unit is critical: “I couldn’t do it without our leaders, our Infection Prevention team, Practice and Education team...everyone who surrounds us.”

After hearing the story of Jenni and her team, the Gopher football team invited them to be recognized on the field during the game on Sept. 2. In addition, the Gophers



P3 team celebrates on the field and on their unit.

gave Jenni an official oar to represent the “Row the Boat” philosophy.

While waiting on the sideline of Huntington Bank stadium, Jenni reminded her team to soak in the moment.

“I told my team, every time you had to don the mask and PPE, every time you were fatigued and worn down, remember the great care we gave to our patients, and remember the moment you are about to experience,” she said. “It is worth it.”

As they ran onto the field, 51,000 fans stood and cheered for the P3 team and all healthcare heroes.

“Everything we went through was so hard, but to see the smiles on the faces of my colleagues at that moment was priceless,” Jenni said. “They deserve it.”

BETHESDA SHELTER: CARING IS THE CONSTANT AS THE FACILITY USE CHANGES

In late 2020 the M Health Fairview Bethesda Hospital facility was repurposed and leased by Ramsey County to become a 100-bed shelter for men experiencing homelessness. Shortly after the announcement about the shelter occurred, Katie Freeman, MD, and her colleagues from M Health Fairview Clinic – Bethesda started discussing how the clinic could support the shelter's residents. With the help of the Fairview Foundation and Ramsey County, a Registered Nurses services hub opened in early 2021 at the shelter. Initially, the hub was supported by Bridgette Trumbo, RN, and Lily Rubenstein, RN, from the clinic. In May 2021, Michael (Mick) Bauer, RN, was hired as the permanent nurse for the hub. Mick quickly gained trust by integrating himself into the shelter, advocating for the men there, and providing medical care and care coordination. When chatting with Mick about his role, he said, "It's a hopeful place to work. I perform first aid and assist with treatment. I also listen. Each of these people has a fascinating and frequently heartbreaking story and a need to be heard and understood. It is my privilege to listen, learn, and, as far as I'm capable, to help. I can't think of a more worthy use for this facility, and I'm proud that M Health Fairview is sponsoring nursing services here."



“It’s a hopeful place to work. I can’t think of a more worthy use for this facility, and I’m proud that M Health Fairview is sponsoring nursing services here.”

– Michael (Mick) Bauer, RN

DIVERSITY, EQUITY, AND INCLUSION

DELIVERING CULTURALLY COMPETENT CARE. CONNECTING COMMUNITIES AND HEALTHCARE EQUITY

Many things come together to create culture. It is the shared characteristics of a group of people — including language, ethnicity, environment, disability, and other factors. People often belong to several different cultures, which can all affect their relationship with healthcare.

Some groups may not feel welcome or comfortable visiting hospitals or clinics because of language barriers, discrimination, cultural traditions, or other issues. Our goal at M Health Fairview is to break down those barriers by providing “culturally competent care,” inside and outside our hospital or clinic walls. Culturally competent healthcare is the ability to provide equitable care for patients with diverse behaviors and values. This includes tailoring health care delivery to meet patients’ social, cultural and language needs. We can do our part in supporting people to live longer, healthier lives if we make healthcare more accessible and welcoming to them.

What does culturally competent care look like at M Health Fairview?

Partnering with community organizations. Through these partnerships with cultural organizations across Minnesota, we’re able to support healthcare initiatives outside clinic walls — from healing events in partnership with organizations across the Twin Cities to free vaccination clinics at area churches and community centers.

Being present in our communities. We are an anchor institution and an active participant in the communities we serve. This allows us to meet with and listen to the needs of community members. Through the M Health Fairview East Side Health and Well-being Collaborative, for example, we’ve cohosted listening sessions and community events together with our east metro partners.

Changing clinical practice as we learn from our community. We regularly share community learnings with our clinical leadership and make systemwide improvements to better meet the needs of our communities. In 2021, we updated race and ethnicity options for patients on registration forms — including nearly 70 different ethnicities to help us better understand our patient population.

We are working to improve data collection on the social determinants of health. These include factors like literacy, neighborhood, and community context. This can help us understand gaps in care and how culture might affect or be influenced by those gaps.

“We’re building bridges between several systemwide efforts,” said Internist and Hospitalist Taj Mustapha, MD, M Health Fairview’s Chief Equity Strategy Officer. “While we’re educating providers on how to best care for different populations, we’re also improving how we measure which specific populations we serve and how we can

address existing gaps in Minnesota.”

Mustapha is a member of the M Health Fairview Healing, Opportunity, People, and Equity (HOPE) Commission. The commission’s mission is to coordinate and inform health equity work happening across M Health Fairview.

Providing language assistance for every step of the care process. Our language services team is key to providing culturally competent care within our clinics and hospitals. If a patient and their provider can’t communicate, they’re unable to exchange information that could be critical to a patient’s health.

Our patients have 24/7 access to on-demand interpreters. We employ interpreters in 12 different languages — including American Sign Language — and we serve over 150 languages annually through our own staff and outside contractors.

Hiring and supporting staff that represent our diverse population. Patients report higher satisfaction when they meet with a care provider who looks like them or shares a part of their culture. Whether at a community event or clinic, it’s important that our patients see themselves represented on our staff. Our cultural broker program places M Health Fairview staff within the diverse communities they’re a part of. These brokers help their community members navigate the healthcare system, as well as food access and employment.

Our Employee Resource Groups help employees gather, share their culture, provide educational opportunities for colleagues, and improve care for our diverse patient population.



*Taj Mustapha, MD, Internist and Hospitalist,
M Health Fairview's Chief Equity Strategy Officer*



FUSION ERG:

Facilitators of Unity and Strengtheners of Inclusivity of Nursing (FUSION) is an Employee Resource Group created by nurses to bring awareness of racial/ethnic disparities within our system, increasing presence of diversity of nurses, and assuring cultural competence for all nursing staff.

At M Health Fairview Masonic Children's Hospital, FUSION piloted a new program during Ramadan to educate our staff to better care for Muslim patients. They're a big part of our community, as well as a big part of our patient population. They placed signs in each room showing the direction of Mecca, which is traditionally faced during prayer. They also stocked additional prayer mats and hijabs in the emergency department for patients and their families.

FUSION members La'Anna Johnson, BSN, RN, PHN, and Danni Wills, BSN, RN, RN-BC, PHN, also presented on Anti-Racism in Nursing at the 2021 Quest for Nursing Excellence professional development series.



*La'Anna Johnson,
BSN, RN, PHN*



*Danni Wills,
BSN, RN, RN-BC, PHN*

PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOCUS ON DIVERSITY, EQUITY, AND INCLUSION

Sponsored by our Nursing Professional Development Council, Quest for Nursing Excellence offers nurses an opportunity to learn about innovations and best practices in patient care and promotes lifelong learning for our nursing staff.

The 2021 Quest for Nursing Excellence virtual series focused on cultural sensitivity and competency, a top identified learning need on the System Nursing Learning Needs Assessment. **Sessions included Anti-Racism in Nursing: Where Do We Begin?, Understanding Your Implicit Bias, Cross Cultural Conflict & Communication, and Call to Action: Anti-Racist Nursing Practice.**

The University of Minnesota School of Nursing offered an educational session on Structural Racism and Nursing to all nurses during Nurses Week in May.

“

I have recently joined the Employee Resource Group FUSION and have been very impressed and excited about the work the group is doing to help better create an anti-racist nursing practice within the system.

– Gerrica Johnson



”



In recognition of Ramadan, Leah Rabe, RN, Rachel Onwuachi, RN, Ale Castellanos, RN, and Jessica Aye-Darko, RN delivered dates and water to Muslim patients and families at Masonic Children's Hospital so they could break their fast at sunset following tradition.

SYSTEM AWARDS AND RECOGNITION

U.S. NEWS & WORLD REPORT RANKING 2021-2022

M Health Fairview Masonic Children's Hospital

- #2 in Minnesota (Children's hospitals)
- #18 in Midwest (Children's hospitals)
- Nationally ranked in 3 pediatric specialties: diabetes & endocrinology, gastroenterology & GI surgery, nephrology

M Health Fairview Ridges Hospital

- High performing in colon cancer surgery, heart failure, kidney failure, pneumonia

M Health Fairview St. John's Hospital

- High performing in heart failure, kidney failure, stroke, pneumonia

M Health Fairview St. Joseph's Campus

- #11 in Minnesota
- #8 in Twin Cities
- High performing in heart bypass, heart attack, kidney failure, stroke, hip replacement, pneumonia

M Health Fairview Southdale Hospital

- #8 in Minnesota
- #5 in Twin Cities
- High performing in colon cancer surgery, heart failure, heart attack, diabetes, kidney failure, stroke, knee replacement, hip replacement, pneumonia

M Health Fairview Woodwinds Hospital

- High performing in heart failure, kidney failure, hip replacement, knee replacement, pneumonia

M Health Fairview University of Minnesota Medical Center

- #9 in Minnesota
- #6 in Twin Cities
- High performing in cancer, gastroenterology & GI surgery, colon cancer surgery, heart failure, heart attack, nephrology, stroke, pneumonia

Four M Health Fairview Hospitals were also named "high performing" on their "Best Hospitals for Maternity" list: M Health Fairview Lakes Medical Center, M Health Fairview Ridge Hospital, M Health Fairview St. John's Hospital and M Health Fairview Woodwinds Hospital.

CMS STAR RATINGS 2021

The Centers for Medicare and Medicaid Services (CMS) announced their star ratings for quality. Seven of our hospitals have ratings of four stars or higher. The CMS rating system is based on 57 quality measures.

5 star rated:

- M Health Fairview Lakes Medical Center
- M Health Fairview Ridges Medical Center
- M Health Fairview Woodwinds Hospital

4 star rated:

- M Health Fairview Southdale Hospital
- M Health Fairview St. John's Hospital
- M Health Fairview Northland Medical Center
- Grand Itasca Clinic & Hospital

NEWSWEEK AMBULATORY SURGERY RANKINGS

Newsweek magazine recognized four M Health Fairview Clinics and Surgery Centers in the Twin Cities on its 2022 America's Best Ambulatory Surgery Centers list.

Our locations and their statewide rankings are:

- #3 - M Health Fairview Clinics and Surgery Center - Minneapolis
- #5 - M Health Fairview Clinics and Specialty Center - Maplewood
- #7 - M Health Fairview Clinics and Surgery Center - Maple Grove
- #9 - M Health Fairview Clinics and Specialty Center - Burnsville

BLUE DISTINCTION CENTERS

Blue Cross and Blue Shield of Minnesota named multiple M Health Fairview facilities as Blue Distinction Centers. The designation is a nationwide program for identifying high-quality providers of specialty care.

- **M Health Fairview St. John's Hospital:**
Bariatric, knee & hip replacement, spine.
- **M Health Fairview St. Joseph's:** (prior to transition)
Cardiac, knee & hip replacement, spine.
- **M Health Fairview Lakes Medical Center:**
Knee & hip replacement
- **M Health Fairview Masonic Children's Hospital:**
Pediatric transplant, heart, liver, bone marrow
- **M Health Fairview Northland Medical Center:**
Knee & hip replacement
- **M Health Fairview Ridges Hospital:**
Knee & hip replacement, spine
- **M Health Fairview Southdale Hospital:**
Bariatric, cardiac, knee & hip replacement, spine
- **M Health Fairview University of MN Medical Center:**
Bariatric, knee & hip replacement, spine, adult transplant, heart, lung, liver, pancreas, bone marrow
- **M Health Fairview Woodwinds Hospital:**
Knee & hip replacement, spine

RARE DISEASE CENTER OF EXCELLENCE

M Health Fairview Masonic Children's Hospital has been named a Rare Disease Center of Excellence by the National Organization for Rare Disorders (NORD). We join a group of only 31 centers nationwide committed to expanding access and advancing care and research for patients with rare diseases.

RECOGNITION

2021 MARCH OF DIMES HEROES IN ACTION AWARDS

Five winners and 22 finalists from our health system were recognized during the 2021 March of Dimes Heroes in Action Awards. We had more combined winners and nominees than any other health system in Minnesota. More than 100 M Health Fairview nurses and team members were nominated in 2021. This annual event provides the community with an opportunity to honor outstanding health care professionals in Minnesota who work tirelessly for the health of those they serve.

Friend to Nursing

- Gregory Watson, *Environmental Services, M Health Fairview University of Minnesota Medical Center*

Innovative & Non-Traditional Nursing

- Stephanie Pierzina, RN, *Fairview Range*

Mental Health

- Emma Elizabeth Beecher Fronz, RN, *M Health Fairview University of Minnesota Medical Center*

Pediatric

- Jody Walsh, RN, *M Health Fairview Masonic Children's Hospital*

Public Health Nursing

- Chantelle French, RN, *Fairview Range*

2021 MARCH OF DIMES HEROES IN ACTION AWARDS FINALISTS

Critical Care

- Jessica Franzen, *M Health Fairview Woodwinds*
- Becky Frey, *M Health Fairview Ridges*
- Laurie Siegel, *M Health Fairview Ridges*

Diversity & Advocacy

- Dawn Kalka, *M Health Fairview Woodwinds*
- Vi Siiro, *M Health Fairview Southdale*

Friend to Nursing

- Debora Born, *M Health Fairview Woodwinds*
- Bryan Jarabek, *M Health Fairview*
- Gregory Watson, *M Health Fairview*

Innovative & Non-Traditional Nursing

- Sue Nesheim, *M Health Fairview*
- Stephanie Pierzina, *Fairview Range*

Leadership

- Allison Stratton, *M Health Fairview Ridges*

Mental Health

- Emma Elizabeth Beecher Fronz, *M Health Fairview University of Minnesota Medical Center*
- Janelle Carpenter, *Fairview Range*

- Sonja Haynes, *M Health Fairview University of Minnesota Medical Center*

Oncology

- Christine Rigert, *M Health Fairview University of Minnesota Medical Center*

Pediatric

- Rick Huewe-Vogen, *M Health Fairview Masonic Children's Hospital*
- Jaymie Meade, *M Health Fairview Masonic Children's Hospital*
- Jody Walsh, *M Health Fairview Masonic Children's Hospital*

Public Health Nursing

- Chantelle French, *Fairview Range*

Rising Star

- Amber Hancock, *M Health Fairview University of Minnesota Medical Center*

Distinguished Nurse of the Year

- Deanne Horter, *M Health Fairview Southdale*
- Amber Ries, *M Health Fairview St. Joseph's*



Linda Wick speaks at the March of Dimes Heroes in Action ceremony. More photos of the winners on page 18.

AWARDS, ACADEMIC AND PROFESSIONAL ACHIEVEMENTS

M Health Fairview Ridges Excellence in Nursing Awards 2021

Medical Telemetry/Ortho-Spine/Oncology and Surgery/Observation

- Alyssa Herting, RN, OBS
- Kari Kramlinger, NST, MS3

ED/ICU/Cardiopulmonary/Flying Squad/Cath Lab and Interventional Radiology

- Andy Griffin, RN Float Pool
- Carlee Kobow, NA, Float Pool

Peds/ NICU/Birthplace

- Ami Grote, RN Peds

Surgical Services/Endoscopy

- Anna Marie Moline, NST, PACU
- Katie Spies, RN, PACU

M HEALTH FAIRVIEW SOUTHDALE 2021 ALISON HADDON NURSING EXCELLENCE AWARDS

Karen Lundgren, RN: Lifetime Achievement Award

Dee Horter, RN: Excellence in the Practice of Nursing Award

Carlos Gorsch Mendes, RN: Rising Star Award

Alexis Kodet: Paraprofessional Staff Award

Madeline Thomas: Collaborative Clinical Partner

Linda Wick, MSN, CNP, CHFN, was named President American Association of Heart Failure Nurses for 2021-2022. The AAHFN is a specialty organization dedicated to advancing nursing education, clinical practice and research to improve heart failure patient outcomes.

Karen Whiley, RN, MAOL, Chief Nursing Officer and VP of Operations at M Health Fairview Lakes and Northland, was presented with the M Health Fairview Northland-Lakes Leadership Team Fire Starter Award. The award was created in 2013 to provide a way for leadership team members to recognize each other's ability to "ignite the spark" and "keep the flame burning" with their fellow co-workers.

Jenny L'Heureux, RN, CRNI, Clinical Nurse Supervisor, Fairview Home Infusion, has been awarded the 2021 INS Rising Star AWARD by the Infusion Nurses Society.

Carol Manchester, APRN, RN, MSN, ACNS-BC, BC-ADM, CDE, FCNSI was awarded the Mary Fran Tracy Award of Excellence by the National Association of Clinical Nurse Specialists, Minnesota Affiliate.

Elsevier Advisory Board Members elected: **Katie Pitzl, MSN, RN** (Elsevier Learning Advisory Council), **Jen Zaremba, DNP, APRN, PCNS-BC** (Point of Care Advisory Council), and **Niki Gjere, PhD, MA, MS, PMHCNS-BC, RN, APRN, CNS** (Nursing and Allied Health Practice and Patient Education Advisory Council).

Maria Raines, MS, APRN, ACNS-BC, Vice President, Chief Nursing Officer of M Health Fairview University of Minnesota Medical Center and Masonic Children's Hospital, was selected as a Notable BIPOC Executive by Twin Cities Business Magazine. The award recognizes the depth of Black, Indigenous, and People of Color leadership in Minnesota.

Laura Triplett, RN, was recognized as one of the 2021 Health Care Heroes by Minneapolis/St. Paul Business Journal. The magazine launched its Healthcare Heroes awards program this year to honor healthcare workers' remarkable efforts during the COVID-19 pandemic. Honorees were chosen across 11 different categories. Laura was recognized in the Health Care Practitioner — Nonphysician category. M Health Fairview had more Healthcare Heroes this year than any other health system in Minnesota.

Kathy Borchert, MS, APRN, CNS, CWOCN, CFCN was appointed Member of the Wound, Ostomy and Continence Nursing Society (WOCN) National Conference Planning Committee (2018-2022) and was named Faculty Member of WEB WOC Education Program.

Pete Benolken DNP, RN, CEN, CPEN, TCRN, PHN, Professional Practice Nurse Lead, chosen president-elect of the MN Emergency Nursing Association (ENA) State Council 2022.

Niki Gjere, PhD, MA, MS, PMHCNS-BC, RN, APRN, CNS, appointed to American Psychiatric Nurses Association Task Force: Advisory Panel Restraint and Seclusion.

Danilo Lovinaria, DNP, MBA, APRN, CRNA, CHSE, FNAP, was awarded the designation of Fellow of the American Association of Nurse Anesthesiology (AANA)

Carol Manchester, APRN, RN, MSN, ACNS-BC, BC-ADM, CDE, FCNSI was designated Fellow of the National Association of Clinical Nurse Specialists

Kelly Zschoche, MSN, RN, CPAN, CAPA, was elected secretary to the Chi-at-Large chapter of Sigma, an international honor society of nursing.

Tena Ungerman, FNP-C, MBA: Master's degree in Business Administration.

Kim Stewart, MSN, RN: Master's degree in Nursing Leadership and Management

Jamie Guertin, MSN, RN, CCRN: Master's degree in Nursing Education

Meagan Thomas, MSI, BSN, RN: Holistic Nurse Board (HNB-BC), Lean Six Sigma Yellow Belt, Usui Reiki Master certifications

Sarah Held, DNP, MBA, RN, earned Lean Bronze Certification. Sarah was also appointed Healthcare Administrator Director on the Council on Accreditation of Nurse Anesthesia Educational Programs (COA).



Karen Whiley, RN, MAOL, with her M Health Fairview Northland-Lakes Leadership Team Fire Starter Award.



Laura Triplett, RN, was recognized as one of the 2021 Health Care Heroes by Minneapolis/St. Paul Business Journal.



Maria Raines, MS, APRN, ACNS-BC, (left) was selected as a Notable BIPOC Executive by Twin Cities Business Magazine. and Danilo Lovinaria, DNP, MBA, APRN, CRNA, CHSE, FNAP, (right) was awarded the designation of Fellow of the American Association of Nurse Anesthesiology (AANA)

POSTERS, PRESENTATIONS, ARTICLES

PRESENTING DISCOVERIES POSTER FAIR MAY 2021

Implementation of an Evidence-Based Practice Toolkit to Improve Nursing Shared Governance within an Emergency Department: A Quality Improvement Project by Pete Benolken, DNP, RN, CEN, CPEN, TCRN, PHN.

BKAT Scores Examined to Inform ICU Orientation Changes for Reduced Cost by Justin Janke, BS, RN, CCRN, MBA Candidate

COVID-19 PCR Testing Site Training by Meagan Thomas, MSI, BSN, RN; Brenda Furuseth, MSN, RN; Patti Rusert, DNP, RN; Elizabeth Kiserow, BSN, RN

Improving Trauma Informed Care: Implementing a Post-Traumatic Stress Disorder Screening in Pregnancy by Tha Ying Lee, BSN, RN, PHN; Diana Drake, DNP, APRN, WHNP, FAAN

Early Ambulation and Documentation for Total Hip and Knee Replacement Patients to Decrease Length of Stay and Increase Documentation by Emily Feye, MN, RN, DNP-AGCNS student; Shamsah Rehmatullah, MS, RN, ACNS-BC; Sara Thul, MSN, RN; Kayla Farrington, BSN, RN; Hannah Deal, BSN, RN; Hannah Buzzard, BSN, RN; Nicole Parr, ASN, RN, Max Severson, CNA.

***Accepted for presentation at Academy of Medical-Surgical Nurses Convention (October 2021) and MN NACNS Annual Conference (October 2021.)**

Perioperative Specimen Management Process Improvement: West Campus Operating Room, Peds Sedation, and Lab Services by Kelli Fischer, BSN, RN, PHN; Hannah Hendricks, BSN, RN; Shaina Kargus, BSN, RN; Savitrie Pidana, CRNA; Dakota Nelsen, RN; Michelle Kreitz, AAS; McKenna Jandrey, AS; Meghan Pickard, MS; Jennie Anderson, HT(ASCP); Ann Buckley, RN; Sarah Jane Schwarzenberg, MD; Edward Y. Cheng, MD; and Deb Sonnenberg, MSN, RN, CNOR

Improve Normothermia Process to Reduce SSIs: UMMC adult and pediatric patients by Chelsea Wheeler, MSN, RN; Kathy Plakut, BAN, RN, CNOR; Angela Schuler, BSN, RN; Chayna Lebeau, RN; Sarah Fredensborg, BSN, RN; Kelli Fischer, BSN, RN, PHN; Taylor Oistad, RN; Christina O'Hara, RN; Juliann Paulisich, MS, RN, CPAN; Gayle Person, RN; Mandra McCue, MS, RN, APRN, CRNA; Angela Biebel, CRNA; Amy Dunlap, APRN, CRNA; Nicole Thompson, CRNA, MS; and Patricia Schlagerl, MAN-Ed, RN, CNOR

Financial Management Standard Work for Nurse Leaders: A Quality Improvement Project by Kimberly Boysen, BSN, RN, MA, CNML

Efficiency: Nursing and Pharmacy collaborate to improve discharge medication turnaround times by Wanda Avery, CPhT; Beau Haugrud, PharmD; Amy Gallagan, MBA, BSN, RN, NE-BC; Christine Makarios, MSN, BSN, RN, CCRN; Allison Stratton, BSN, RN; Lindsay Thomas, MSN, BSN, RN

Critical Lab Reporting by Maddie Anderson, ADN, RN; Laura Kveene, BSN, RN; Taylor Adams, BSN, RN; Andy Griffin, BSN, RN; Tanya Haakensen, ADN, RN; Manal Chouman, RN; Jillian Baker, BSN, RN; Dr. Mesfin Abdissa; Dr. Daniel Frechette; Amy Gallagan BSN, RN, MBA, NE-BC; Brooke Waugaman BSN, RN

Quality Improvement Project: Skin Antisepsis to Prevent Surgical Site Infection by Kelly Sichmeller, RN, BSN, CPN; Joleen Schaefer, RN, BSN, CPN; Lisa Thorpe, RN, BSN, CPN; Ami Gross, RN, BSN, CPN; Jayne Earhart, RN, BSN, CPN

Promoting Sleep to Improve Outcomes in Critically Ill Children by Samantha Moore, MSN, RN, CCRN; Madison Hystad, BSN, RN, CPN; Ashley Thomalla, BSN, RN, PHN; Chelsea Beyrand, MSN, RN, CCRN; Laura Zimmerman, BSN, RN, PHN; Tara Heinselman, BSN, RN, CCRN, PHN; Alex Rosauer, BSN, RN, CPN; Sarah Malam, BSN, RN, CCRN; Casey Weaver, MSN, RN, CCRN; Emily Van Heel,

DNP, RN, APRN, CPNP; Sandra Hagstrom, PhD, RN, APRN, CPNP

Nursing Certification: The Road to Quality Care, Personal and Professional Growth by Jean Smith, BSN, RN, CMS-RN, PCCN

Use of Alternative Care Sites and the Effect on Left Without Being Seen Rates in the ED by Carolyn Heinrich, BSN, RN; Jennifer Meagher, MSN, RN; Gary Wilson, BSN, RN

PEOPLE'S CHOICE AWARD: Quality Initiative with Prone Positioning by Jamie Guertin, BAN, RN, CCRN; Angela Whitley, RN, MSN; Lynne Bausman, RRT, LRT; Christy Crosthwaite, MBA, BS, RT; Shelly Tran, MSN, APRN, CNP; Danyel Downs, BSN, RN, PHN

An Innovative Research Design: A Nature-Based Intervention to Decrease Stress and Anxiety and Improve Spirituality, Resilience and Well-Being in Undergraduate Nursing Students by Erica R Timko Olson, PhD, RN; Michelle A Mathiason, MS

Staff Development Beyond Initial Orientation: The Implementation of a Development RN Role by Erica Byars, BSN, RN, CPN; Clare Evenson, MN, RN

Presentation: **La'Anna Johnson, BSN, RN, PHN; Danni Wills, BSN, RN, RN-BC, PHN:** Anti-Racism in Nursing: Where Do We Begin? Quest for Nursing Excellence

Presentation: **Myat Tun, MA; Wokie Johnson, BSN, RN:** Cross-Cultural Conflict & Communication. Quest for Nursing Excellence

Poster: **Danielle Wills, BSN, RN, RN-BC, PHN; Erin Friedman, BSN, RN, CPHON:** "Facilitators of Unity & Strengtheners of Inclusivity in Nursing: Embedding Diversity, Equity, and Inclusion in Nursing". Association of Pediatric Hematology/Oncology Nurses (APOHN) National Conference

Poster: **Katie Pitzl, MSN, RN; Karrie Johnson, MSN, RN; Alyssa Julik, MSN, RN, PCCN:** “Delivering Competent Pediatric Nursing Care in the Community Hospital Setting”. Association for Nursing Professional Development (ANPD) Conference

Poster: **Sarah Wente, PhD, RN, PMGT-BC, and Sandy Hagstrom, PhD, APRN, CPNP:** “Utilizing Technology to Automate and Standardize Patient Discharge Education” second place in the Research category at the National ASPAN conference in April 2021.

Presentation: **Sarah Osborne, DNP, APRN, AGCNS-BC:** Building Resiliency and Preventing Burnout in Palliative Care Providers, Minnesota Network of Hospice and Palliative Care Conference

Presentation: **Kathy Borchert, MS, APRN, CNS, CWOCN, CFCN (Co-Presenter with Brittany Schultz, MD):** Differentiating COVID-19 Cutaneous Lesions from Deep Tissue Pressure Injuries: The Evidence from the Consensus Study in Spain. WOCN National Conference

Presentation: **Niki Gjere, PhD, MA, MS, PMHCNS-BC, RN, APRN, CNS (co-presenter with Shawnda Johnson):** Transmission-Based Precautions in Behavioral Health: Recommendations and Toolkits, Association for Professional in Infection Control and Epidemiology, National Virtual Conference, June 2021.

Presentation: **Niki Gjere, PhD, MA, MS, PMHCNS-BC, RN, APRN, CNS (co-presenter):** They’re Sick, Not Bad: Countering Implicit Bias in Psychiatric Crisis Care, UMMC M Health Fairview Clinical Ethic Committee and U of MN Center for Bioethics.

Presentations: **Nanette Vogel, MSN, RNC-OB, EFM and Rhianna Britton, MSN, RNC-OB, C-EFM:** “Implementing Birthplace Professional Development Competency: An Innovative Program” & “Management of Category II Fetal Heart Rate Strips”. 2021 Association of Women’s Health, Obstetrics, and Neonatal Nursing (AWOHNN) National Conference

Presentation: **Carol Manchester APRN, RN, MSN, ACNS-BC, BC-ADM, CDE, FCNSI:** “Diabetes Care for Children in Schools: The Role of the School Nurse”. School Nurses

Organization of Minnesota Annual Meeting

Article: **Beckmann, N. B., Dietrich, M. S., Hooke, M. C., Gilmer, M. J., & Akard, T. F.:** Parent caregiving experiences and posttraumatic growth following pediatric hematopoietic stem cell transplant. *Journal of Pediatric Oncology Nursing*, 2021, 38(4), 242-253.

Article: **Beckmann, N. B., Dietrich, M. S., Hooke, M. C., Gilmer, M. J., & Akard, T. F.:** Parental posttraumatic growth after pediatric hematopoietic stem cell transplant. *Journal of Hospice & Palliative Nursing*, 2021, 23(4), 331-338.

Article: **Meghani, N., Tracy, M. F., O’Conner-Von, S., Hadidi, N. N., Mathiason, M. A., & Lindquist, R.:** Generating evidence of critical care nurses’ perceptions, knowledge, beliefs, and use of music therapy, aromatherapy, and guided imagery. *Dimensions of Critical Care Nursing*, 2021, 39(1), 47-57

Article: **Tracy, M. F., Manchester, C., Mathiason, M. A., Wood, J., & Moore, A.:** Adherence to a hypoglycemia protocol in hospitalized patients: A retrospective analysis. *Nursing Research*, 2021, 70(1).

Article: **Malone, C., Mathiason, M. A., Stenstrup, E., & Tracy, M.F.:** Hypoglycemia: Comparison of health status outcomes between patients after allogeneic hematopoietic cell transplantation. *Clinical Journal of Oncology Nursing*, 2021, 25(2).

Article: **Sandy Hagstrom, PhD, APRN, CPNP; Jackie Hall, RN; Alyssa Sakhitab-Kerestes, RN; Mary Fran Tracy, PhD, RN, APRN, CCNS, FCNS, FAAN;** Pediatric critical care nurses’ practice related to sedation and analgesia. *Dimensions of Critical Care Nursing* - 2021

Publication: **Kathy Borchert, MS, APRN, CNS, CWOCN, CFCN:** “Pressure Injury Prevention: Implementing a Successful Plan and Program in WOCN Core Curriculum Wound Management (2nd Ed.)

Publication: **Carol Manchester, APRN, RN, MSN, ACNS-BC, BC-ADM, CDE, FCNSI:** “Adherence to a Hypoglycemia Protocol in Hospitalized Patients: A Retrospective Analysis”. *Nursing Research*

Publication: **Sarah Wente, PhD, RN, PGMT-BC:** chapter editor, *Drain’s PeriAnesthesia Nursing*, 8th Edition

Publication: **Sarah Wente, PhD, RN, PGMT-BC, and Stephanie Gingerich, DNP, RN-BC, CPN (prior PPNL):** “Partnership Through Integration: Perianesthesia Policy Standardization”: *Journal of Perianesthesia Nursing*.

Publication: **Sarah Wente, PhD, RN, PMGT-BC, co-author;** “Perianesthesia Nurses’ Knowledge, Attitude, and Intention to Promote Safe Use, Storage, and Disposal of Opioids”, with Jan Odom-Forren, Joni M. Brady, John M. Edwards III, Mary Kay Rayens, and Paul Sloan.

UNIVERSITY OF MINNESOTA SCHOOL OF NURSES RESEARCH DAY 2021

Presentation: **Sandra Hagstrom, PhD, APRN, CPNP:** Nurses’ Use of the Clinically Aligned Pain Assessment (CAPA) Scale, by Sandra Hagstrom, PhD, APRN, CPNP; Susan O’Conner-Von, PhD, RN-BC, CHPPN, CNE; Michelle Mathiason Moore, MS; Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN

Presentation: **Alexandra Carlson, RN, BAN, PHN:** Increasing Compliance in Completing Oral Cares to Prevent and Treat Mucositis in the Pediatric Oncology Population by Alexandra Carlson, RN, BAN, PHN; Jennifer Gallus, RN, BSN; Abigail Koenen, RN, BAN; Kristin Moquist, MS, APRN, CNP, CPON; Ashley Swansson, MA, BAN, RN, BC-NE, PHN; Maggie Yetter, RN, BSN

Presentation: **Kara Sigurdson, RN-BC:** Reducing CAUTI Events and Urinary Catheter Utilization by Anne Lamere, MSN; Kaye Stennes, MS; Alanna Valadez, MBA, MSN, APRN, CNP, CWOCN; Katie Renard, CNA; Karen Johnson, CNA; Andrea Polzin, RN, PHN, HNB-BC; Mitch Peterson, PT; Kara Sigurdson, RN-BC; Debra Culpepper, RN; Sue Mickelson, RN, BSN, CIC



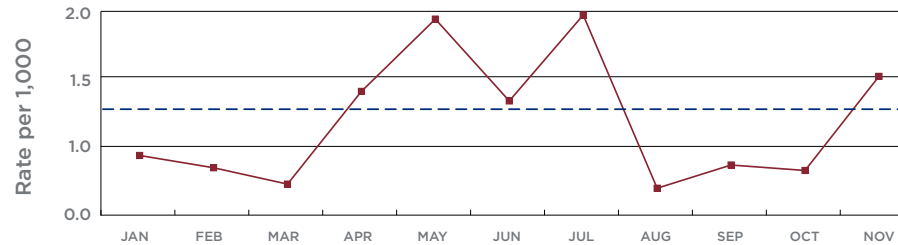
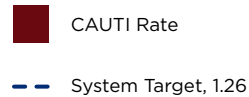
QUALITY AND SAFETY

NURSE SENSITIVE INDICATORS AND DASHBOARD INDICATORS

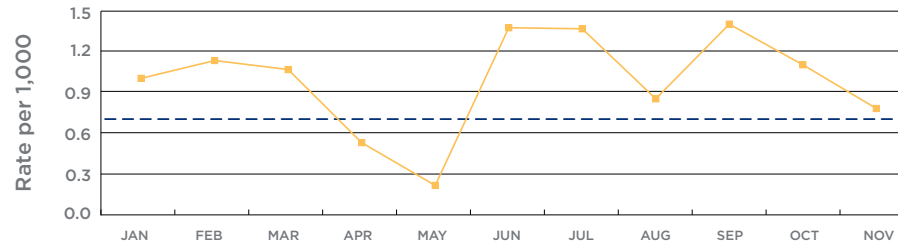
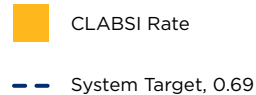
Hospital-Acquired Infections (HAI) in 2021 | All M Health Fairview hospitals including GICH & Range

Data Source: Acute Care Harm Index (ACHI) PowerBI report

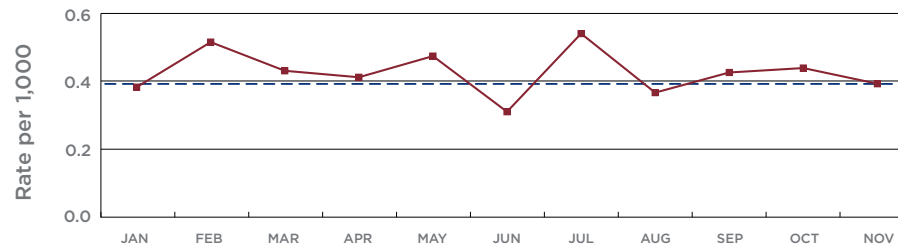
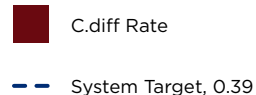
CAUTI Rate



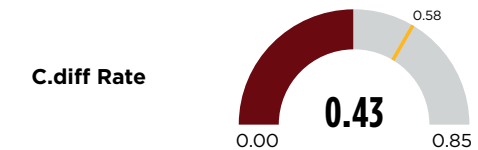
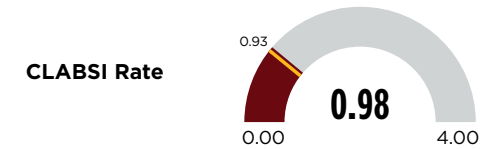
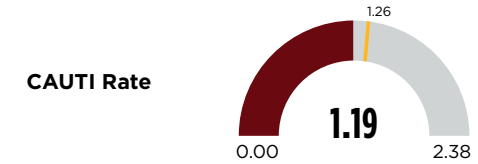
CLABSI Rate



C.diff Rate



M Health Fairview System



2021 was yet another year of challenges for us through multiple COVID surges, staffing shortages, and delivering care to very high acuity patients. Yet, we all worked together to deliver the highest quality patient care possible. Our Nursing Sensitive Indicators continue to improve through implementing best practices such as the CUROS caps to prevent CLABSI infections and the Pressure Injury Prevention bundle to prevent our hospital-acquired pressure ulcers. In collaboration with quality, infection prevention, and other interdisciplinary team members, we made great progress meeting our 2021 system targets for:

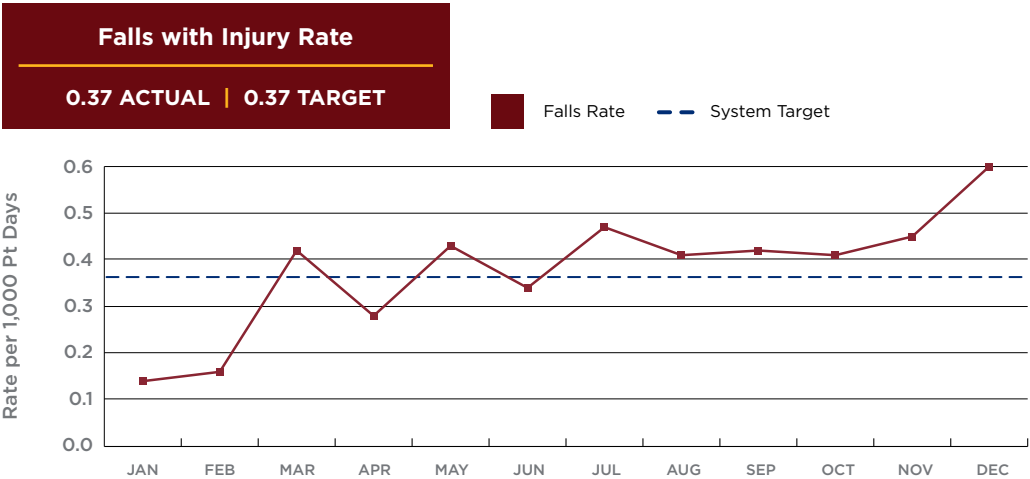
- Falls with Injury
- C.Diff
- HAPI
- CAUTI

We fell just shy of our system CLABSI target rate, but we have confidence we will meet the 2022 established goals after we completed the implementation of the CUROS caps in November 2021. Congratulations to the NSI committees for your hard work this year!

NURSE SENSITIVE INDICATORS

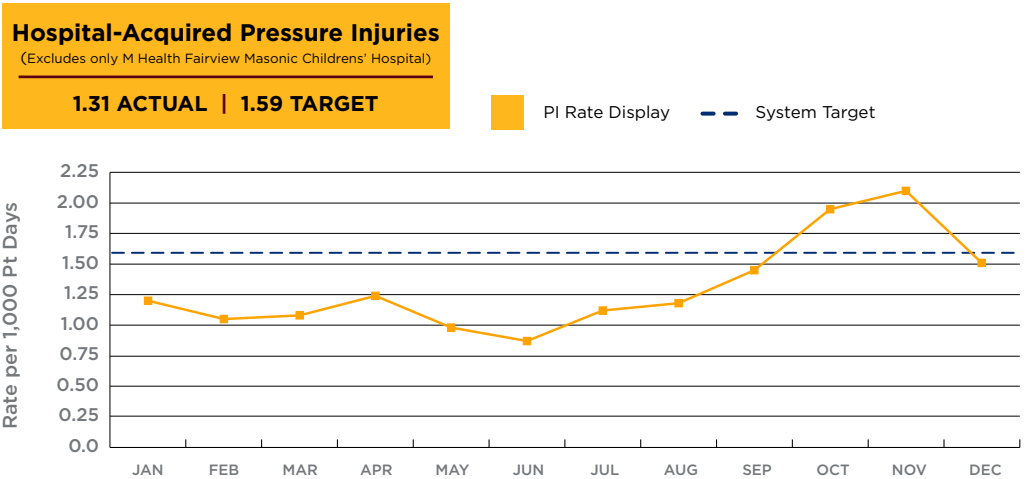
Data Source: Hospital-Acquired Pressure Injury Rate PowerBI report

Hospital-Acquired Condition (HAC) in 2021



Data does not include: M Health Fairview St. Joseph's Hospital, Bethesda LTACH, Transitional Care, M Health Fairview Masonic Children's Hospital, Behavioral Health

MONTH	FALLS WITH INJURY	PATIENT DAYS	FALLS WITH INJURY RATE
JANUARY	4	28,030	0.14
FEBRUARY	4	25,258	0.16
MARCH	12	28,841	0.42
APRIL	8	28,813	0.28
MAY	13	29,965	0.43
JUNE	10	29,315	0.34
JULY	12	25,723	0.47
AUGUST	10	24,314	0.41
SEPTEMBER	10	23,659	0.42
OCTOBER	10	24,101	0.41
NOVEMBER	11	24,394	0.45
DECEMBER	15	25,013	0.60



Data does not include Behavioral Health units

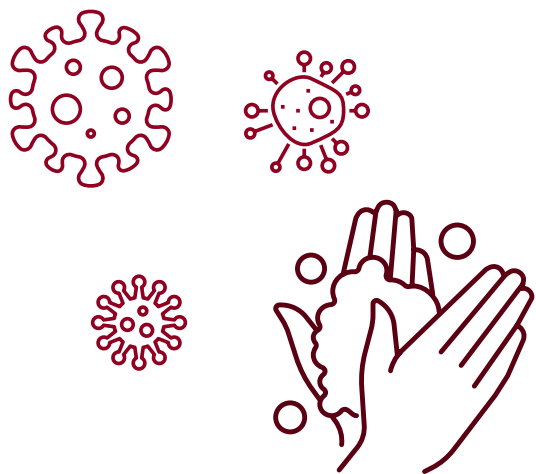
MONTH	HAPI EVENTS	PATIENT DAYS	HAPI RATE PER 1000 PT DAYS
JANUARY	53	44,053	1.20
FEBRUARY	41	39,155	1.05
MARCH	48	44,382	1.08
APRIL	54	43,445	1.24
MAY	44	44,893	0.98
JUNE	38	43,655	0.87
JULY	50	44,694	1.12
AUGUST	53	44,907	1.18
SEPTEMBER	64	44,040	1.45
OCTOBER	88	45,138	1.95
NOVEMBER	93	44,376	2.10
DECEMBER	69	45,844	1.51

INFECTION PREVENTION: COVID, CLABSI AND CAUTI, OH MY!

While COVID-19 efforts continued to be a focus of the work in Infection Prevention in 2021, there were some notable accomplishments that didn't necessarily revolve around the pandemic.

- We implemented several Central Line-Associated Bloodstream Infection (CLABSI) reduction tactics system-wide, including CHG bathing and Curo caps.
- We implemented several actions to reduce C. diff infections, including focused education on testing, adding a C. diff accordion in Epic to help guide clinicians' decisions, and creating a C. diff Collaborative at M Health Fairview University of Minnesota Medical Center.
- We converted hand hygiene products systemwide.
- We refreshed CLABSI and CAUTI Audit Program
- We prepared and supported staff for successful Joint Commission surveys

We also supported many site-specific improvements to prevent infections.



PRESENTING DISCOVERIES POSTER FAIR HIGHLIGHT: QUALITY INITIATIVE WITH PRONE POSITIONING

Presenting Discoveries Poster Fair is sponsored by the System Nursing Research Council. The fair is a virtual learning activity for nurses, healthcare professionals, and students to view nurse-led quality improvement, evidence-based practice, and research projects conducted by M Health Fairview nurses and University of Minnesota School of Nursing students and faculty. ANCC contact hours were available to participants. The People's Choice Award went to Bethesda COVID-19 unit team members for their research poster "Quality Initiative with Prone Positioning."

Studies show that COVID-19 patients who develop acute respiratory distress syndrome (ARDS) generally have better outcomes when placed in the prone (face down) position. ARDS is when fluid builds up in the lungs preventing oxygen from flowing to the bloodstream and organs. It typically occurs along with severe illness, including pneumonia, sepsis, and, as the team discovered, COVID-19. Prone therapy helps increase the amount of oxygen that can reach the lungs. But it can also cause facial pressure injuries and even facial deformities.

"We identified that this was a nursing-sensitive indicator in the simple sense of reducing pressure injuries or injuries associated with nursing practice," said Jamie Guertin, BAN, RN, CCRN. "Since the source of injury was related to the endotracheal tube holder while in the prone position, we collaborated with respiratory therapy for other devices. We found there were opportunities to modify interventions and actions that could improve patient outcomes."

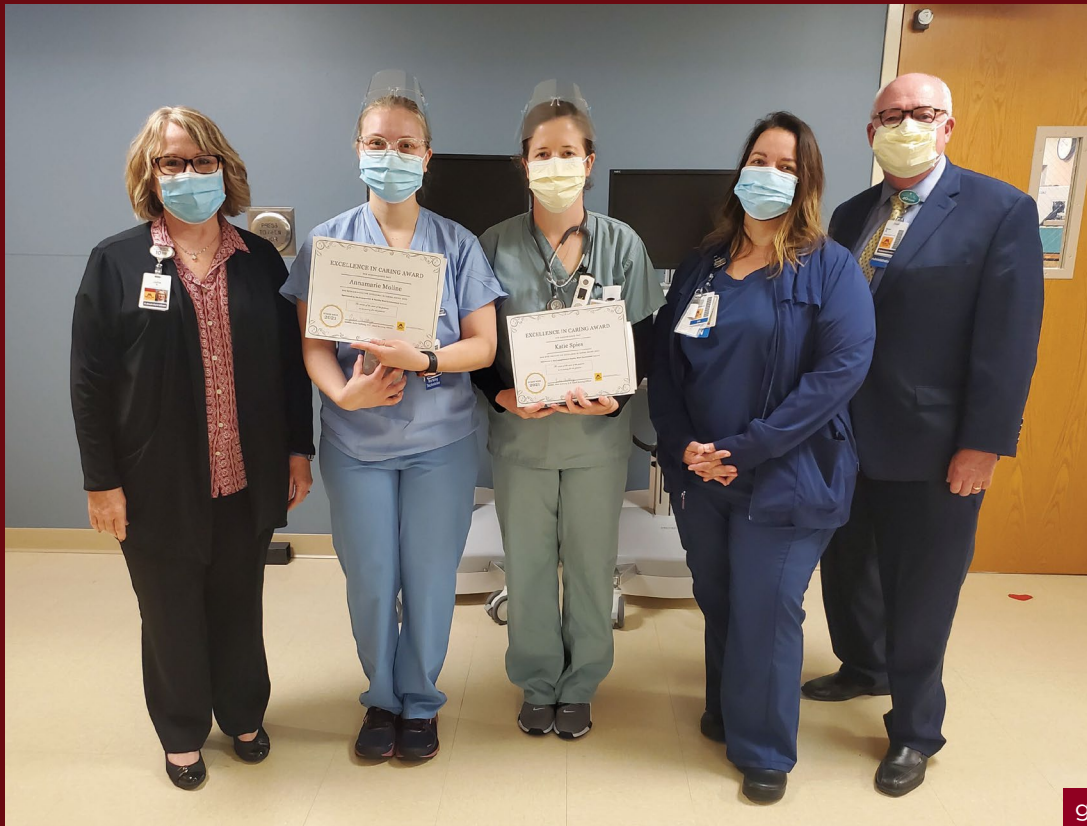
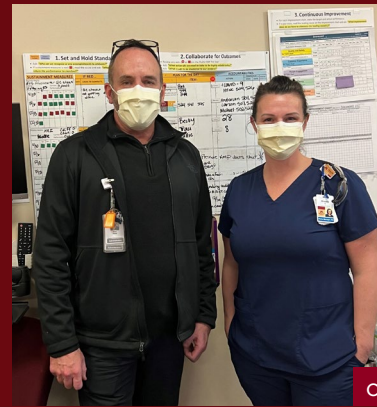
They discovered that by switching to a special kind of tape and taping method, the endotracheal tubes stayed in place longer, and the chances of pressure injury to the face decreased. Results over a 60-day period demonstrated a decrease from four pressure injuries before intervention down to zero at thirty- and sixty-days post-intervention, and only a single instance of a lost airway tube compared to seven before intervention.



M Health Fairview Bethesda team (2020).



An example of the new taping method implemented to reduce pressure injuries.



- a. March of Dimes Friend to Nursing winner: Gregory Watson, Environmental Services, M Health Fairview University of Minnesota Medical Center.
- b. March of Dimes Innovative & Non-Traditional Nursing winner: Stephanie Pierzina, RN, Fairview Range.
- c. Rod Hass, VP Operational Excellence, and Brooke Salas, RN, Nurse Manager, go over the Daily Engagement System board at M Health Fairview Ridges Medical Center.
- d. March of Dimes Public Health Nursing winner: Chantelle French, RN, Fairview Range.
- e. March of Dimes Mental Health winner: Emma Elizabeth Beecher Fronz, RN, M Health Fairview University of Minnesota Medical Center.
- f. Carrie Leopold, resident MS-Certified Nurse at the Fairview Specialty Pharmacy. [See story on page 26.](#)
- g. M Health Fairview Ridges Excellence in Nursing Awards 2021, Surgical Services/Endoscopy winners: Anna Marie Moline, NST, PACU and Katie Spies, RN, PACU



Providing access to the COVID-19 vaccine to community members, M Health Fairview nurses give the shots at the Second Harvest Heartland vaccination clinic in March 2021.



M Health Fairview nursing staff help with vaccinations for the Somali community in February 2021.

a. Nurses week at M Health Fairview St. Joseph's Hospital.

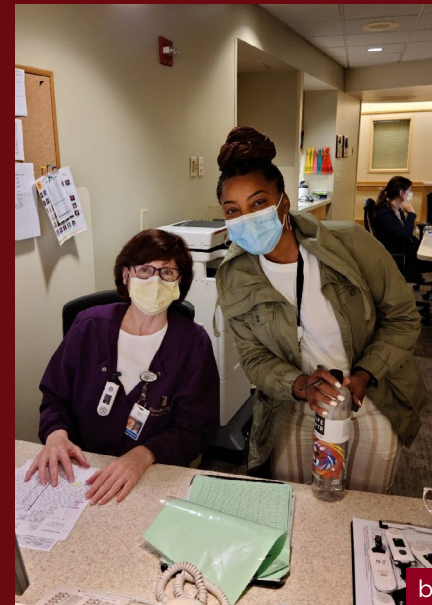
b. Terry Gullixon and Keyona Hartford collaborate on the single EHR project.

c. Aaron Browne, PA-C, was hired as System Director of Advanced Practice Providers. See story on page 26.

d. Lucas Beecher, PA-C, hosted virtual APP Grand Rounds. See story on page 29.

e. A two-story addition opened at M Health Fairview Southdale Hospital, adding 52 single-occupancy patient rooms and approximately 38,000 square feet of space. Joe Knowles, RN, director of nursing, Faye Deich, CNO (retired), and Linda Wick, Associate Chief Nurse Executive, toured the construction zone earlier in the year.

f. M Health Fairview Southdale visitors greet nurses on Christmas.

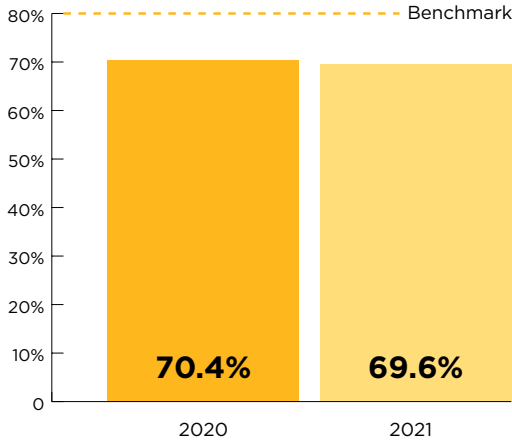


CUSTOMER EXPERIENCE RESULTS

Surveys were received by 1/5/22.

NURSING-SPECIFIC QUESTIONS	2020	2021	BENCHMARK
How often did nurses listen carefully to you?	77.1%	76.6%	77.4%
How often did nurses treat you with courtesy and respect?	85.7%	87.1%	86.4%
How often did nurses explain things in a way you could understand?	74.6%	75.7%	75.6%

LIKELIHOOD TO RECOMMEND THEIR
M HEALTH FAIRVIEW HOSPITAL



COMMENTS FROM OUR PATIENTS:

The nurses were exceptional. I give them a 10+ for all they were dealing with plus the training of a new nurse. My appreciation to all in the hospital setting for your care in the midst of this incredibly hard situation.

The staff here has it right. They saved my life. The hospital was extremely busy and overflowing yet somehow my care team managed to make me feel like I was the only one there. They performed well under stress, and I can't say enough great things about my experience here. Thank you for caring for me.

I could not ask for a better team. My experience was above and beyond expectations. The care I received became a story to remember for the rest of my life. While there are no words or acts of appreciation that would be enough to express my gratitude, from the bottom of my heart, THANK YOU!



EFFICIENCY

TEAMWORK MAKES THE CONSOLIDATED EPIC DREAM WORK

Shanna Ellefson, RN, remembers nervously watching the clock as it ticked closer to when the consolidated instance of Epic was supposed to come up after the downtime on July 11. Her team at M Health Fairview Woodwinds collectively gave a sigh of relief when Epic came up live.

In one July weekend, our organization combined the Epic instances of our two legacy organizations, Fairview and HealthEast, into one shared, consolidated instance used by the entire joint clinical enterprise. Three hospitals and 16 clinics changed to a new instance of Epic.

“It was a little bumpy, honestly,” said Ellefson, a critical care nurse. “But our team did an amazing job collaborating to solve problems and find answers to our questions.”

Greta Caucutt, RN, a Med/Surg nurse at Woodwinds, said, “The new EHR seemed very different from what we had been using. We were kind of flying by the seat of our pants. But our team pulled together, and we got a lot of support from each other and the other resources we had.”

Ellefson agreed. “We have a really strong team, and we tackled each bump and took it in stride. Their flexibility was unmatched!”

Ellefson had a bit of an advantage. The critical care nurse at Woodwinds previously worked at M Health Fairview University of Minnesota Medical Center, so she was familiar with the Fairview instance of Epic. “We had many resources to help us out. The Epic team was also super helpful. In addition to our “power users,” several other nurses who had experience with the Fairview instance of Epic were on hand to support us. We also had contacts at other Fairview sites who we could call for input if needed. If an issue affected many of us, we escalated it to the Command Center, who quickly resolved it.”

Ellefson summed up, “Everyone worked together and focused on making sure patient care was smooth and uninterrupted. I think we met that goal.”



Team members collaborate on the Epic consolidation at M Health Fairview Woodwinds Hospital.

NURSING ACROSS THE SPECTRUM

SYSTEM OPERATIONS CENTER

What a year 2021 was! Despite the many challenges we encountered during the COVID-19 pandemic, the System Operations Center (SOC) would like to express our admiration and immense gratitude for our nurses' contributions to providing high-quality and compassionate care across the M Health Fairview system.

While we have been tested with ensuring adequate staffing coverage in the face of a nationwide shortage while managing considerable capacity challenges, we have executed our 2021 strategic and improvement efforts. Despite the immense challenge, we shifted to a central placement model and successfully placed nearly 22,000 patients across the system.

We led the state's Critical Care Command Center (C4), supporting unprecedented collaboration and coordination across hospitals and health systems throughout Minnesota.

We also took steps to improve our customer experience, transitioning to a new platform that enables nurses to contact the staffing office through a single phone number. We also built a five to seven day lookahead process that gives us a proactive approach and increased reliability with predictive scheduling.

The SOC also restructured late in the year – bringing in another strong nurse leader, Bobbie Randelin, RN, as our new staffing & scheduling director. We are excited to harness her clinical background and expertise as a former nurse manager. While we have a long road ahead, we are inspired by our nurses as we continue our work actualizing the SOC vision: “Making M Health Fairview the easiest and most efficient place to receive care by optimizing patient flow.”

CARE MANAGEMENT — CONNECTING PATIENTS TO CARE

2021 was a busy year for Connected Care, the system care management team. The Inpatient Care Management Team facilitated discharges for complex patients throughout the system. We introduced a new Epic tool in the 4th quarter to improve discharge communication and awareness to all teams throughout the system. The tool has helped improve the flow of patients by identifying the estimated discharge dates. During the year, the Inpatient Care Management team facilitated 129,762 discharges. The Ambulatory Care Management team led the system transitional care

management post-discharge alignment, facilitating consistent follow-up for an increased number of moderate and high-risk patients. The Connected Care Resource Center served as a central hub, ensuring patients were connected to the right resources, including Get Well Loop, Ambulatory Care Management, and their subsequent primary care or specialty appointment. Health care is complex; our Care Management teams have taken many steps to ensure patients stay well connected to strive towards optimal health outcomes.

NURSES FIND PHARMACY FULFILLING

Pharmacy is probably not the first place one would think to look for a career in nursing. At the Fairview Specialty Pharmacy, we have nurses integrated into our workflow to help optimize patient care. Our nurses impact the care of patients receiving medications for oral oncology, anemia, Cystic Fibrosis, Multiple Sclerosis (MS), and rare diseases. One specific and vital way nurses affect our patient's health is by educating on the importance of adherence to their

medication. They can make significant impacts by utilizing technology to optimize outreach.

Our pharmacy provides multiple ways to communicate to fit our patients' lifestyles, whether through a phone call, text message, or email. Carrie Leopold, our resident MS Certified Nurse, is passionate about her patients and works to meet the patient where they are. She can have conversations with

ADVANCED PRACTICE PROVIDERS

Over 1,500 Advanced Practice Providers (APP) are in our system in roles including physician assistants (PA), nurse practitioners (NP), certified registered nurse anesthetists (CRNA), certified nurse midwives (CNM), and clinical nurse specialists (CNS). Advanced practice providers play a vital role in expanding access to high quality, cost-effective care in collaboration with physicians and our care teams.

In 2021, Aaron Browne, PA-C, was hired as System Director of Advanced Practice Providers in an expanded role. He provides leadership, strategic planning, and vision for APPs through building relationships with leaders and key stakeholders across the system.

Three APP Councils, UMMC, Southdale, and North Region, support APPs in achieving quality outcomes, improving engagement, promoting professional growth, and helping foster collaboration among APPs.

APP Councils advanced several initiatives this year, including a new onboarding networking event. We also presented monthly APP Grand Rounds on topics as wide-ranging as Diabetes, Osteoporosis, Management of Opiate Use Disorder and the Intersection of Climate Change and Health.

APPs: Behind the Masks, a new annual continuing medical education event, launched in October. The two-day event included eight virtual sessions. Presenters included APPs from multiple specialties and a national guest speaker from the American Association of Nurse Practitioners (AANP). The collaborative efforts to provide a diverse educational opportunity across multiple subspecialties shone through each presentation.

patients about their medication on their terms and from the comfort of their homes.

When asked about her work in adherence, Carrie said, “It’s one thing that I can do to try to slow down their disease progression, with MS being so unpredictable. I celebrate with the patients when they tell me their scans came back unchanged or better than the last.”

RESEARCH AND EDUCATION

NURSING RESEARCH

Our nursing team created goals to conduct research and educate nurses about research to help improve patient care. At the end of 2021, M Health Fairview had 27 active research studies with nurses as Principal Investigators (PI) or Co-Investigators (Co-I), including six new studies being reviewed by the Nursing Research Proposal Review Committee. Six new publications described findings from nursing research conducted at M Health Fairview. (See POSTERS, PRESENTATIONS, ARTICLES section on page 15 for details.) Research studies conducted by nurse scientist and bedside nurse teams included a Healing Touch study with surgical patients at M Health Fairview Ridges Hospital (Greg Falvey, BSN, RN-BC, HNB-BC, HTP and Sarah Wente, PhD, RN, PGMT-BC) and an investigation of pediatric ICU nurses' practices related to sedation and analgesia conducted at M Health Fairview Masonic Children's Hospital in 2017 and published in 2021 (Sandy Hagstrom, PhD, RN, APRN, CPNP; Jaclyn Hall, MN, RN; Alyssa Sakhitab-Kerestes, MN, RN; and Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN).

Our collaboration with the University of Minnesota School of Nursing has been integral to meeting our research goals. Through the nurses' partnership with PI Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN, associate professor, two studies were recently published on hypoglycemia in the Clinical Journal of Oncology Nursing and Nursing Research journal. In addition, the virtual format of the School of Nursing's 2021 Research Day made this educational opportunity easily accessible to nurses at all sites. More than 60 M Health Fairview nurses registered for the event, and M Health Fairview nurses presented posters on quality improvement projects and a podium presentation describing a research study.

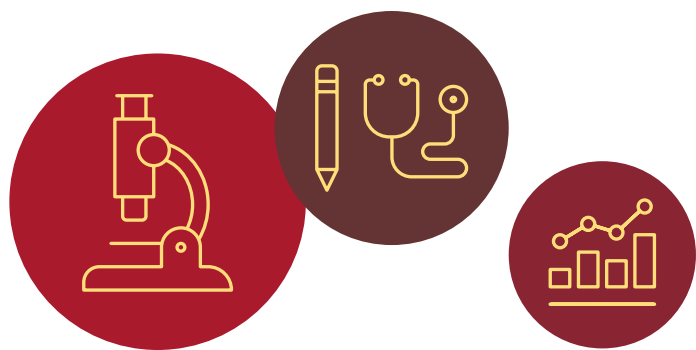
RESEARCH ON HYPOGLYCEMIA SUPPORTS NEW INSIGHTS AND PATIENT SAFETY IMPROVEMENT

Nurses who worked at M Health Fairview University of Minnesota Medical Center and Masonic Children's Hospital in 2015 likely remember the hypoglycemia recheck quality improvement project led by Carol Manchester, APRN, RN, MSN, ACNS-BC, BC-ADM, CDE, FCNSI, Diabetes Clinical Nurse Specialist, in collaboration with the Nursing Practice Council. Although a recheck for patients treated for a low blood glucose was required within 15 minutes, there were many barriers to the timely rechecks needed to ensure effective treatment and prevent harm. Nursing leaders in hospitals throughout the U.S. have struggled with this complex problem for many years.

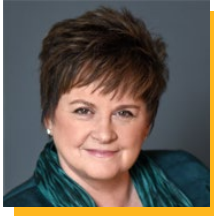
As part of the quality improvement project, the nursing team used a systematic process to identify and test solutions, then followed a rigorous plan to implement and monitor the practice change across units and populations, from neonates to older adults. We continue to see positive outcomes from this project. Patients and families of patients have commented on the improvement in attention to hypoglycemia. Nurses and teams on every unit can take pride in the role they played to create and sustain this practice change that not only advanced nursing practice and patient safety at our hospitals, but also led to nursing research demonstrating that reliable implementation of this nursing practice influenced patient outcomes by improving the timeliness of hypoglycemia resolution.

Findings from research on all patient populations comprised one study published in 2021, while another study examined the impact of hypoglycemic events on blood and marrow transplant patients – making an important contribution to the body of knowledge as the only research of its kind available in the literature. (See POSTERS, PRESENTATIONS, ARTICLES section on page 15 for details.) Another study of data from ICU patients is underway.

This project exemplifies M Health Fairview nurses using “Our Voice,” a key element in our Nursing Professional Practice Model. It also demonstrates nurses' commitment in their everyday practice to support the organization's mission to heal, discover and educate for longer, healthier lives.



NURSING COLLABORATORY: A PARTNERSHIP FOR PROGRESS



CONNIE DELANEY

PHD, RN

Dean, School of Nursing, University of Minnesota

Together M Health Fairview and the School of Nursing Collaboratory continue to celebrate the bold trajectory of our academic-practice partnership. We are leveraging education, research, clinical services, resources, wisdom, and an unwavering focus on nursing's commitment to the individuals, families, and communities we serve. We are grateful for continuing to sustain service, education, and best practices during COVID-19. We are sensitive and committed to creativity in maintaining the vitality of our nursing workforce in clinical practice, management, administration, education, and research during these unprecedented times.

We continue to innovate. One exceptional example of innovation is the dedicated education unit (DEU) model strategic initiative. DEU models are based on a strong academic-clinical partnership where a hospital unit provides clinical learning experiences between clinical staff nurses and student nurses.

The goal of the DEU project was to improve the transition into practice for pre-licensure nursing students. This includes enhanced nurse-student relationships, increased student satisfaction with clinical experiences, and enhanced critical thinking for students using a DEU teaching model for clinical rotations. Nurse leaders and Doctor of Nursing Practice students are working together to launch a pilot at M Health Fairview University of Minnesota Medical Center in 2022. The project includes developing and testing toolkits for clinical nurse instructors and students. The plan calls for the first pre-licensure student group to start on the unit in fall 2022. The DEU project is designed to increase nurse engagement and professional development.

We celebrate extending the success of our Collaboratory model to other clinical systems, including the Minneapolis VA Health Care System, Essentia Health and the Interfaith Nurse Network. We welcome the impact of sharing that transcends boundaries to advance the health of all.



Maria Raines, MS, APRN, ACNS-BC, DNP candidate, leads the DEU project, part of the Nursing Collaboratory.



M Health Fairview is proud to partner with the University of Minnesota School of Nursing to provide learning opportunities for nursing students.

CLINICAL PRACTICE AND EDUCATION

NURSING GRAND ROUNDS BRINGS NEW OPPORTUNITY TO ELEVATE PRACTICE

Nursing Grand Rounds launched in May with two sessions as part of Nurses Week. This professional development series includes quarterly live virtual forums featuring nurses sharing clinical expertise and nursing excellence aligned with the M Health Fairview Professional Practice Model while promoting a culture of safety. Each session consists of a case study or learning presentation and discussion.

“In our quest to achieve national leadership and excellence in nursing practice, Nursing Grand Rounds will serve as a forum for nursing professional development,” said Julibeth Lauren, Ph.D., APRN, ACNS-BC, Vice President, Nursing Practice and Clinical Education. “Nursing Grand Rounds builds upon nurses’ education and experience to enhance and elevate clinical nursing practice, education, leadership, innovation, and research. This is an opportunity to disseminate our learnings across the system and publicly demonstrate pride in our profession and innovation in our practice.”

PROFESSIONAL DEVELOPMENT

Nursing Professional Development offered many learning opportunities during 2021 as part of the first annual Professional Development Calendar.

M Health Fairview nurses took advantage of free certification exam reviews. The specialty reviews included medical-surgical, stroke, adult critical care, emergency, clinical transplant, and oncology nurse certifications. Seven courses were provided, and 417 nurses participated in these courses.

We also offered several virtual series in 2021:

- Quest for Nursing Excellence Virtual Series was sponsored by the System Nursing Professional Development Council. The theme was cultural sensitivity and competency. 393 nurses and other healthcare professionals attended.
- Nursing Grand Rounds launched in May. (See summary to the left.) Three sessions were held with 139 nurses and other healthcare professionals attending.
- Virtual Ethics Series, sponsored by the UMMC/M Health Fairview Clinical Ethics Committee, was a collaboration with the University of Minnesota Center for Bioethics. The series included five sessions on topics such as end of life care, countering implicit bias in psychiatric crisis care, and healthcare legal partnerships. 244 nurses and healthcare professionals attended.

Nearly all the virtual series sessions can be viewed in the LMS for professional development and continuing education contact hours.



Aminata Cham (left) presents at Nursing Grand Rounds and Myat Thanda Tun, MA (right) presents at Quest for Nursing Excellence

- Presenting Discoveries Online Poster Fair, sponsored by the System Nursing Research Council, was offered in May and June. (See [highlights on page 19.](#)) The System Nursing Research Council also provided two journal club sessions.
- Transition in Practice: Charge Nurse Development began in October 2020. This blended learning program provides education and training for nurses transitioning to the charge nurse role. The program includes an LMS module, a live virtual workshop, and system level competencies. 344 nurses have completed the program and now have the knowledge, skills, and attitudes to be an effective nurse leader, collaborator, coach, and shift lead (critical thinker).
- Opening Books & Opening Minds Book Club launched in the fall. The first book discussion was sponsored by FUSION ERG.

CERTIFICATION ENHANCES CARE

Jackie Dabruzzi began her nursing career 29 years ago. She worked in the float pool, hospice, critical care and other units, and found her calling in Labor and Delivery. With her broad background as a foundation, she decided to go for her certification in inpatient obstetrics.



Jackie Dabruzzi

“I admired the nurses who had their certification,” Jackie said. “I admired their skills and knowledge and how they practiced. I wanted to be THAT nurse.”

She chose to pursue certification to hone her skills and build her confidence. The decision has paid off. Jackie was co-chair for the Labor & Delivery Nurse Practice Committee for over ten years. She is also a preceptor and believes the certification has been a great asset to her role.

To prepare, Jackie relied on her informal peer support system. She didn’t have access to many of the prep courses available now, so she relied on conversations and studying with her colleagues, in addition to textbook learning.

“There were a few of us doing it back then,” said Jackie. “It’s great to see the growth in numbers of nurses with certifications. I’m excited to work with these nurses in the future.”

CLINICAL PRACTICE & EDUCATION INTENTIONAL ROUNDING

The Practice & Education team of Advanced Practice Nurse Leaders (APNL), Professional Practice Nurse Leader (PPNL), and Clinical Education Specialists (CES) implemented a new intentional rounding format to focus on patient quality, safety, meet newly hired nurses, and engage with staff on just-in-time practice and education issues. The team supports our nursing staff as clinical subject matter experts with the goal of being highly visible and accessible staff resource in providing the highest quality and safest patient care.



As a preceptor, she highly encourages her nurses to pursue certification.

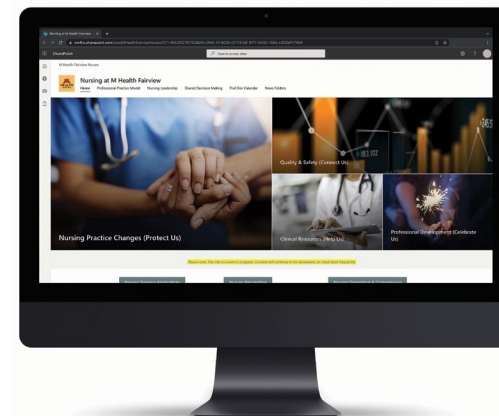
“Certification enhances our skills and knowledge and advances our practice. It shows commitment to our profession, coworkers and patients.”

Congratulations to the nurses who earned certifications in 2021 and to all our certified nurses.

Our system reimburses initial certification. We also provide yearly bonuses for maintaining certifications. Course registration is available in LMS.

NEW NURSING INTRANET SITE LAUNCHED

The new Nursing at M Health Fairview intranet site on SharePoint launched in November. The site is designed to be the one-stop resource for nursing information to support your daily work and professional development. In order to provide timely and effective communication to front line nursing staff, a team of nurses developed the site based on research and feedback from nurses across the system. Clinical Practice & Education team members, along with subject matter experts, manage the content to make sure it is timely and accurate. The goal is to make it easier to find the information you need when you need it.



SYSTEM NURSING COUNCIL REPORTS

Our system nursing council structure supports inpatient and outpatient nurses in continuous process improvement to achieve the highest standards of nursing practice, consistent with professional standards and regulatory agencies such as the Minnesota State Board of Nursing and The Joint Commission. We focus on improving health outcomes through ethical, current, and evidence-based practices. We strive to create an environment that supports this being a BEST place for patients/families to receive care. Our councils empower clinical nurses to use their clinical judgment and expertise to innovate their professional practice.

The system councils are organized so that nurses are involved in making decisions on clinical practice and standards, professional development, engagement strategies, technology, and research. The goal is for each council to have all sites represented and include direct-care-providing nurse membership.

Nurses at any level in the organization (e.g., frontline, unit lead, charge nurse, manager, director) are all needed on our councils. Nurses who are interested in joining should contact the chairperson of the council. Tell the council chairperson about your areas of expertise, experience, and interest. The system councils meet on a regular basis, and some work in between council meetings may be required.



SYSTEM NURSING PROFESSIONAL DEVELOPMENT

CO-CHAIRS:



LISA MARIEN
MSN, RN, PHN,
Program Coordinator:
Clinical Development Specialist



DEB SONNENBERG
MSN, RN, CNOR,
Professional Practice Nurse Lead

The council reviewed and provided feedback on many of the nursing continuing professional development opportunities offered throughout the year.

The council also supports nursing certification by providing a toolkit to nurse leaders to guide recognition activities for certified nurses on National Certified Nurses Day.

In 2021, the council sponsored the annual Quest for Nursing Excellence Conference as a live virtual series. This conference offers an opportunity for nurses across the system to learn about nursing innovations and best practices while promoting lifelong learning. The focus of the series in 2021 was cultural sensitivity and competency. The series included four one-hour sessions in May. Each was recorded and is available for continuing education in the LMS.

SYSTEM NURSING RESEARCH COUNCIL

CO-CHAIRS:



SANDY HAGSTROM
PhD, RN, APRN, CPNP,
Nurse Scientist



LAURA JARAMILLO
BSN, RN, CCRN, CAPA, CPAN,
CVICU and Perianesthesia Nurse

The System Nursing Research Council supports access to resources and education for nurses interested in research and conducting research. In 2021, the council hosted a virtual journal club to critique a nursing research article. Nurses from across the system participated in two pilot sessions, finding it beneficial to gain skills in this interactive setting.

The council also provides resources and opportunities to disseminate findings from nurse-led projects, with the goal of advancing nursing knowledge and the profession. This year's Presenting Discoveries poster fair included 17 posters; participant evaluations demonstrated the value of learning about scholarly projects conducted within our system and UMN School of Nursing. Sarah Wentz, PhD, RN, PGMT-BC, nurse scientist, also supported authors to submit two posters to their professional organizations' national conferences.

SYSTEM INNOVATION & TECHNOLOGY NURSING COUNCIL

CO-CHAIRS:



TUCKER ANNIS
RN, DNP,
Journey Owner



KALLEY FRIEDERICHS
RN, BSN,
Inpatient Nurse

Our council has participated in providing feedback and the testing of many new clinical workflows and technologies. Our council provided feedback on the shortened inpatient discharge workflows, which have proven to be a helpful means of reducing documentation burden during the pandemic. We also had the opportunity to test and review Epic Rover (the iOS mobile version of Epic Hyperspace), the M Health Fairview patient-facing application, inpatient IV pumps, and nurse call communications software. Throughout this and last year, our council has also been reviewing many of the ongoing changes throughout the work leading up to and following the merge of our Epic instances and would like to offer a huge congratulations to all the IT application analysts, informaticists, clinicians, and operational partners who have contributed to this massive accomplishment.

NURSE ENGAGEMENT & HEALTHY WORK ENVIRONMENT COUNCIL

CO-CHAIRS:



KAREN WHILEY
RN



MICHELLE TOWNSEND
MSN, RN, LBC, CMSRN

The Nurse Engagement & Healthy Workplace Council provided leaders with a toolkit to highlight Nurse's Week during unprecedented times. We supported the March of Dimes Heroes in Action awards, which resulted in 22 finalists throughout M Health Fairview. We have recognized teams for their dedication throughout the pandemic, despite having a small council. We explored and have proposed a system-wide nursing recognition program for 2022. Alongside this work, we are partnering to discover an inclusive system-wide employee recognition program. Lastly, we are working on ways to highlight the great nursing care being provided in all areas. We look forward to strengthening our council and making strides in nursing engagement in the future.

NURSING PRACTICE COUNCIL

CHAIR:

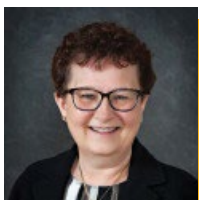


KELLY MUELLER
DNP, RN-BC

In 2021, the System Nursing Practice Council continued our work to review, endorse, and approve policies and workflows that impact nursing practice. This includes integrating over 100 policies into systemwide policies, archiving policies which were no longer needed, and improving the ability to find updates and changes to policies on our new Nursing Intranet site. To facilitate timely feedback and approval of policy and practice changes, we increased the frequency of our meetings to twice monthly. In addition to endorsing nursing workflow changes we added a quarterly report-out from our System Nursing Sensitive Indicator committees, created a process to ensure the University of Minnesota DNP projects are in alignment with our organizational goals and nursing practice and approved the Nursing Grand Rounds proposal as a forum for nurses to share clinical expertise, promote a quality and safety culture, and discuss evidence-based practice.

SITE REPORTS

FAIRVIEW RANGE MEDICAL CENTER



SHERRY BURG

RN, MBA

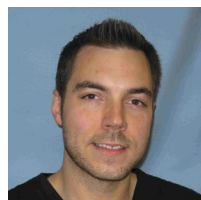
Chief Nursing Officer

The pandemic brought unprecedented challenges to our community, state, and country in 2021 with hospital beds at capacity, staffing challenges, and team members feeling overwhelmed and exhausted. Fairview Range's committed, engaged, and resilient nursing team continued to deliver high quality care as COVID-19 continued its surge.

The Joint Commission (TJC) and Minnesota Department of Health validated our commitment to excellence by recognizing our staff for their engagement and attention to detail in this year's surveys. During the TJC survey, Behavioral Health and Human Resources were recognized for demonstrating best practices. Surveyors noted that our organization eliminated therapeutic duplication. In addition, the review of the provision of care revealed only one low-level limited finding. As the TJC surveyor stated, "You have gotten the hard stuff right." Additionally, three exceptional team members from Fairview Range were recognized as March of Dimes' Heroes in Action finalists for their outstanding contributions.

This year has brought forth many hurdles, yet our commitment to serving our patients, families, communities, and each other remains our strength. We are grateful for all the people in healthcare making a difference in patients' lives.

GRAND ITASCA CLINIC AND HOSPITAL



DEREK FLIER

RN, BSN, MBA

Chief Nursing Officer

Vice President of Hospital Services

This has been another challenging, yet rewarding, year for us. Despite the many obstacles faced during the pandemic, we continue to strive for excellence by providing the highest level of care possible for our patients.

In 2021, we implemented telestroke capabilities on our inpatient units. Telestroke technology allows stroke specialists to rapidly evaluate patients, review the results of brain imaging tests conducted at Grand Itasca, and coordinate treatment, even when the patient and specialist are miles apart. Our nurses were integral in the successful coordination of this program. The Minnesota Department of Health (MDH) designated Grand Itasca as an Acute Stroke Ready Hospital. This designation means that Grand Itasca meets all the criteria set forth by MDH to provide the best care possible to stroke patients.

Our nurses care for the community outside the walls of our hospital and clinic. In May, Grand Itasca nurse Rachel Anick, LPN, was honored with the Life Saving Award from the Minnesota Chiefs of Police Association for her quick and courageous actions in helping a man experiencing a heart attack at the IRA Civic Center. The Life Saving Award is presented to those who 'distinguish themselves by an act of personal bravery while saving the life of another.' Rachel represents the dedication to healthcare of all of our nurses.



Rachel Anick, LPN, was honored with the Life Saving Award from the Minnesota Chiefs of Police Association



KAREN WHILEY

RN, MAOL

Vice President, Operations

Chief Nursing Officer

What a year it has been! The rise and fall and rise again in the numbers of patients seen in our Urgent Care, Emergency Department, and inpatient nursing units at M Health Fairview Lakes has demanded all we have to offer and then some.

The care and compassion our bedside nurses provide every day demonstrates their commitment to outstanding patient care. They are determined and have overcome many obstacles, including beds at capacity, staffing challenges, and supply chain shortages. Our smaller sites have fewer resources, and our nurses have stepped up to be even more ingenious than usual amid this pandemic.

Throughout this challenging year, our nurses have continued to participate in activities led by our Unit Based Councils in partnership with our Quality and Safety team — continuing our journey to build a high reliability and Safety Always culture. Projects include focusing on quality with an emphasis on falls prevention, CAUTI, and CLABSI. Other projects concentrate on warm hand-offs, EPIC documentation, Registered Nurse responsibility during codes, and antibiotic timing. Also, all teams put focus on the importance of wellness: “Take care of ourselves so we can take care of others.”

Our excellent patient outcomes reflect this amazing work. We were rewarded with a successful Joint Commission survey – only four findings related to nursing, and all were in the moderate to low section of the Safer Matrix. We are honored to have an amazing team of nurses at M Health Fairview Lakes.

No one could have imagined what 2021 would mean for those of us in healthcare. During 2020 at M Health Fairview Northland Medical Center, we planned, trained, and prepared for a surge in patients that did not come to our small community hospital. Volumes were low and we transferred COVID-positive patients to other sites.

The year 2021 brought the delta variant, along with Emergency Department and inpatient volumes our hospital has not experienced before. Patient acuties were high, and we kept our COVID-positive patients in-house which required some innovation since we do not have some of the resources that our larger sites have. The nurses partnered together and took on this challenge.

Throughout the year, our nursing teams cared for our patients with unfailing compassion and an undying commitment to quality and safe patient care, along with kindness and grace for each other.

Flexibility was key. Nursing staff moved throughout the hospital to assist where needed. In addition to daily demands, our unit-based councils led the drive towards continuous improvement in patient care beyond the scope of our COVID-19 patient population, in partnership with our Quality and Safety team. Some of the projects focused on “back to the basics,” including AIDET, hourly rounding, and bedside shift reports. Other work focused on suicide assessment, sex trafficking, warm hand-offs, and sepsis. In addition, we had a successful Joint Commission visit. We are immensely proud of our nurses at M Health Fairview Northland.



Sharon Gilbert, nursing assistant, was recognized for her outstanding service to patients at M Health Fairview Northland Medical Center.

M HEALTH FAIRVIEW RIDGES HOSPITAL



JULIE SILKEY

MSN, RN, NE-BC

Vice President, Chief Nursing Officer

M Health Fairview Ridges Hospital nursing teams had many successful outcomes in 2021. Surgical Services' anesthesia and nursing teams partnered on a pre-surgery antibiotic trial. The goal was to have antibiotics infused 20 minutes before incision. Baseline data (January-June 2021) identified a fail rate of 50 percent. In September, the total antibiotic fail rate dropped to 20 percent.

Orthopedics providers and nurses continue to focus on reducing recovery hours for total knee and total hip patients. The team collaborated to focus on all aspects of the patient stay, including early and frequent ambulation, catheter removal, coordination with the patient's coach, discharge planning, and improving communications. With these improvements, patients can be discharged and move to the next level of care sooner.



M Health Fairview Ridges Hospital intensive care unit staff celebrate a COVID-19 patient discharge.

What started as one unit's response to a series of patient falls has turned into a best practice across the hospital. The safety check system, which includes regular sweeps through patient rooms each day, launched in March. Staff can quickly document and address potential risks. By the end of the year, improvement was evident with a significant reduction in patient falls — less than three each month since the new system went live.

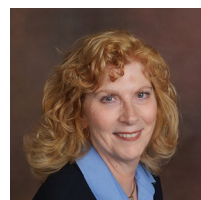
M HEALTH FAIRVIEW SOUTHDALE HOSPITAL



KAREN STRAUMAN

DNP, MHA, MPH, BAN, PHN, NEA-BC

Vice President, Chief Nursing Officer



FAYE L. DEICH (retired)

RN, MS, NEA-BC

Vice President, Chief Nursing Officer

The M Health Fairview Southdale Hospital intensive care unit (ICU) staff and Nursing Practice Council did extensive work on hospital-acquired pressure ulcers. Staff were concerned about what the unit had experienced during the onslaught of high acuity COVID-19 patients. As a result, they partnered with Practice and Education to develop a patient-centric Pressure Injury Prevention Bundle containing four bundle elements. Each element was highlighted during shift change huddles with follow-up audits by staff members.

The new practice avoided supine positioning and ensured off-loading any tension from devices or tubing that can increase injury. The shift handoff report was changed to streamline information sharing and allow dual nurse skin inspection time. Nurses assessed skin from head to toe and did prompt interventions to address any alteration or breakdown, increased the use of rotation technology on beds, and reviewed the need for each medical device during multidisciplinary rounds to remove them as soon as possible. As a result of the new process, there were no reportable pressure injuries in the M Health Fairview Southdale ICU from February to December 2021. The bundle is now being used systemwide.



SUE FANGEL

RN, MA, BSN

Chief Nursing Officer

The year kicked off with the move of heart care services to M Health Fairview St. John's Hospital in January. Patients now receive a full spectrum of cardiovascular services on our campus, including cardiac catheterization labs, a cardiac special care unit, and open heart surgeries in a dedicated surgical suite. We trained hundreds of nurses from the operating room, post anesthesia care unit, surgical assessment unit, intensive care unit, and cardiac telemetry to care for these patients.

Almost 200 nurses transferred positions from other locations to our campus over the year. Our team welcomed their colleagues and provided orientation and training to support their move.



All in the Family: Aarik Lensing, RN, (left) joined his mother Cindy Lensing, RN, (center) and sister Lindsey Thurber, RN, (right) at M Health Fairview St. John's Hospital.

In August we opened the remodeled and expanded neonatal intensive care unit, growing our capacity from 14 to 21 babies. We have a mix of private rooms and pod-based care to support each infant's medical needs. The smallest or sickest babies do best under the close supervision of a team of nurses and specialists in pod-based care, while private rooms give families space to care for their children in preparation for taking them home.

Our nursing staff demonstrated resilience and skill as they navigated these changes and cared for patients that came to our campus in record numbers. In September, our P3 team was recognized by a cheering crowd at a Gopher football game, along with all healthcare heroes caring for patients during the pandemic.

It was a year of big changes for the Health Fairview St. Joseph's campus. We welcomed and onboarded many new nurses and team members to our mental health units. Team members went through Code Behavioral Response Training to be able to better respond and deescalate patients who exhibit aggressive or disruptive behavior.

The hard work and preparation were rewarded with a successful Joint Commission survey in the summer. Surveyors commended the entire mental health team for their demonstration of exceptional care for our clients in both the inpatient and outpatient settings.

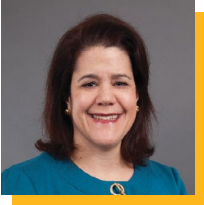
The long term acute care hospital (LTACH) team demonstrated resilience and dedication throughout the year. They experienced many changes and kept coming to work with smiles on their faces. Their love for the work they do and their pride in caring for their patients was evident. Staff advocated for keeping the LTACH on the St. Joseph's campus and they stepped up to be supplemental work and transition nurses for the entire campus, helping mental health units when necessary.

Staff recognition also surged. Our nurses were enthusiastic about sharing their appreciation for each other's skills, collaboration, and camaraderie.



Nursing staff dressed up in their Halloween best for a bit of fun during the busy season.

M HEALTH FAIRVIEW UNIVERSITY OF MINNESOTA MEDICAL CENTER & M HEALTH FAIRVIEW MASONIC CHILDREN'S HOSPITAL



MARIA RAINES

MS, APRN, ACNS-BC

Vice President and Chief Nursing Officer

In 2021, the M Health Fairview University of Minnesota Medical Center Adult Grouping Nursing Council focused on quality improvement work to reduce and eliminate falls with injury. Unit 6A completed an examination into patient fall trends and identified patients falling out of bed as an area to improve. The team developed an algorithm for patient classification, staff education, use of visual tools, and change in unit culture in alignment with patient safety. As a result of this work, Unit 6A did not have any falls with injury for over a year. The medical center also met the overall falls prevention goal by reducing our falls with injury rate to .38 compared to a target of .47. In addition, the new process has been incorporated into all new employee orientation.

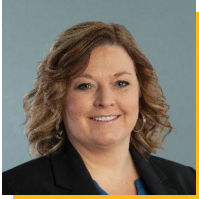
We are proud of our work to reduce central line-associated bloodstream infection (CLABSI) in our children's hospital neonatal intensive care units by reinforcing Safety Always high-reliability principles. An analysis of CLABSI events showed we could improve on bathing and linen changes. Using the Daily Engagement System focus and daily Epic reports to support the best practice, bathing is now indicated as necessary nursing therapy to keep patients safe from infection by decreasing bacterial load. This highlights key components of our Nursing Professional Practice Model (PPM) regarding both active caring (part of our BASE Framework - Being Present, Active Caring, Stories, Evidence) and our care delivery model via integrative nursing.

Our team also designed guiding principles regarding the care of central line hubs by implementing sterile practices for when central line hubs are "open" and/or have the needleless connector caps changed. This process included the development of kits for the sterile hub changes as well as dedicated days of the week sterile hub changes occur, both of which improve reliability. This work is also part of our PPM's BASE Framework, as we implement evidence-based practice into our standard care. Our 2021 results indicate an ongoing downward trend for CLABSI rate from 1.97 at the end of 2020 to 1.3 in 2021.



Operating Room Nurse Mohamed Jama Mohamed's story was featured in the Star Tribune's Inspired section in December.

M HEALTH FAIRVIEW WOODWINDS HOSPITAL



KARI FIELDS

RN, MS

Vice President and Chief Nursing Officer

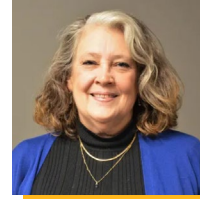
It was another challenging year as we continued to battle the pandemic. The nursing teams at M Health Fairview Woodwinds Hospital jumped in to care for our changing and growing populations. The Emergency Department saw a record number of patients and our intensive care unit volumes grew immensely. We opened an expanded interventional radiology suite to provide additional services and vascular surgery capabilities.

In July, we went to one instance of Epic across the healthcare system. This transition was a tremendous lift for all our teams. Our nursing staff dove in to be power users and assist with the change, including Shanna Ellefson, RN, ICU; Alexis Hernandez, Clinical Education Specialist; and Anne Wilson, Nurse Manager, Orthopedics, in the Epic Command Center.

Our peri-op area and inpatient orthopedics unit collaborated on an A3 project to reduce recovery hours. The teams created new workflows and processes to reduce the length of stay for our total hip and total knee patients. This successful initiative has been a tremendous inter-department project.

Our orthopedic team celebrated being named “Most Improved Unit” in customer experience ratings across the system. The “Likelihood to Recommend” customer experience score improved significantly from Oct. 2020 - May 2021. We also honored three March of Dimes Heroes in Action nominees: Jessica Franzen, RN, Emergency Department; Dawn Kalka, RN, float pool, and Deb Born, Friend of Nursing. It is a blessing to see our talented team members be recognized for their hard work.

EBENEZER & POST-ACUTE CARE



JULIE THURN

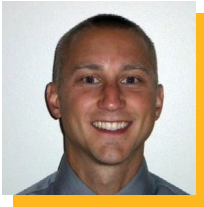
Administrative Clinical Officer

A fall reduction program was implemented January 2021 at all Ebenezer Skilled Nursing Facilities. The program involved enhanced staff training and improved identification of high-risk individuals. Our goal was to reduce overall fall rate by 10%. We have seen a steady decline in the number of falls since implementation. We reached our target state in June 2021 and have been better than target each month since. This program will be deployed in all our Assisted Living communities in 2022.

A project for the reduction of length of stay (LOS) was implemented at the Aurora on France TCU (Transitional Care Unit) with immense success. Through this work, we were able to reduce the LOS to align with comparative data to other TCUs and diagnosis groups; an overall average reduction of 5.1 days. This has not only enhanced our customer satisfaction, but has created greater capacity, allowing for an increased number of admissions. This program will be deployed at all Ebenezer TCU's beginning January 2022.

Five of the six Ebenezer owned or managed Skilled Nursing Facilities and/or TCU's have been awarded top honors by US News and World Report. Only 11% of Skilled Facilities across the country achieve this status. Recognized facilities are Aurora, Ebenezer Ridges Care Center, Martin Luther Care Center, Meadows on Fairview, and The Lake City Care Center.

AMBULATORY NURSING: PRIMARY CARE



CHRIS KISSELL

RN, BSN, MBA

Director of Ambulatory Nursing, Primary Care

Nursing within the Primary Care Service Line continues to evolve to provide exceptional care to the patients and communities we serve. This includes advancements in the registered nurse (RN) role in the primary care setting and contributing to the organization's response to COVID-19. One example of our COVID-19 work was to help decrease unnecessary emergency department visits through our second level triage process. In this process, an RN seeks the advice of a Licensed Practitioner to approve the current triage protocol disposition or recommend a safe alternative plan to avoid an Emergency Department visit. RNs also efficiently provide care to patients during the pandemic by utilizing standing orders for COVID-19 testing and vaccinations and treatment for influenza like illnesses.

Primary care nurses helped refill over 5 million medications in 2021. Refilling these medications helps ensure patients receive continuing care despite the apprehension they may have to receive health care during the pandemic.

RNs in our Primary Care Transformation (PCT) work take care of patients through the RN Patient Advocate & Liaison (PAL) role. The RN PAL serves as the patient's point of contact with the healthcare system to develop a close working relationship with both patient and provider, creating a circle of support for patients when they need it the most.

Lastly, the Primary Care Service Line has partnered with communities in both Ramsey and Hennepin counties to create unique nursing roles that provide direct care to underserved patient populations. For example, the RN in Hennepin County works within the Cedar Riverside neighborhood to connect patients with resources they may need such as care from their provider, mental health, and social services in addition to conducting virtual care using iPads with patients in the community clinic or apartment.

It has been a busy year in the Primary Care Service Line for nursing!

Ambulatory Practice & Education historically provided an in-person clinical skills class for newly hired RNs and MAs. The educators validated staff performing a series of skills to help prepare them for continued training at the clinic sites. Due to the pandemic the in-person classes ceased, creating hardship for the clinic sites.

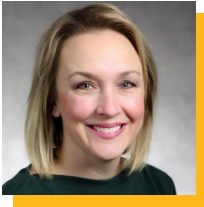
Two questions were raised:

- How do we improve the way we orient new hires?
- How do we support clinic sites for newly hired staff?

Over the last year, Ambulatory P&E developed a competency-based process for clinical staff in Primary Care to align with the system process. This change will provide a training plan to ensure staff are competent in providing safe patient care. This new process will combine knowledge and caring and collaborative attitudes to improve the way we orient new hires.

Primary Care introduced a new Lead MA role in August 2021. We developed a robust training plan, which included five in-person clinical skills development sessions to reinforce best practice reminders, how to evaluate another staff member, and held virtual sessions on "train-the-trainer" concepts. We received excellent feedback and are excited to roll out this new plan as a whole!

AMBULATORY NURSING: SPECIALTY CARE



TINA LONSKY,

MHA, BSN, RN

Director of Ambulatory Nursing, Specialty Care

Ambulatory specialty nurses work to support patients across nine service lines comprised of over 100 specialties and sub-specialties. The second year of the pandemic continued to present new challenges and opportunities to provide care in new and different ways. Nurses developed processes for providing alternative access to care so that patients did not go to urgent care or emergency rooms unnecessarily. For example, the stroke team developed and successfully implemented a program that prevented hospital admissions for patients who presented to the Emergency Department (ED) with TIA (transient ischemic attack) symptoms. The new pathway allowed the patient to have a comprehensive workup with the stroke team, including diagnostic imaging and an office visit, within 48 hours after discharge from the ED. The new process results in 250 avoidable admissions each year for a single hospital.

Nurses in cancer care worked to develop and implement a process for patients with weakened immune systems who may not mount an immune response to the COVID-19 vaccine. They can receive the new prophylactic treatment, Evusheld.

While COVID-19 has propelled us into a new and uncharted care system, one thing has remained unchanged. That is the resilience, dedication, and adaptability that our nurses bring to work every day - ensuring our patients, providers, care teams, and communities are cared for and supported. It is impossible to capture all their fantastic work in a few paragraphs, but walk into any of our clinics, infusion, or surgery centers, and you will see and feel it firsthand!



Tina Lonsky and Melissa Graves help out during a vaccination clinic at M Health Fairview Clinics and Surgery Center - Maple Grove.

THANK YOU

TO OUR OUTSTANDING NURSES!





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