A Nursing Narrative
By Kam Fansler-Rice, R.N.C., BSN, CNII
Labor & Delivery

I am a nurse who really enjoys bonding with my patients and their families. I also love continuity of care. Awhile back I was in a situation where emotionally I could not support the patient and her family. I was quickly reminded (and grateful) of how we all work as a team.

I received a patient from the antepartum unit who had dangerously high blood pressure and was less than 37 weeks pregnant. We were in a race to save the patient as well as her unborn child’s life.

In the midst of hanging up IVs and preparing the patient for an immediate c-section, I was unable to take a moment of my time and be with this family in their crisis. I was hoping I was going to get my chance with them in the OB Recovery Room. But when I arrived, the patient was still in critical condition. I was up to my ears in paperwork, high blood pressure, pain control and the potential transfer to ICU.

The antepartum RN who transferred this patient to me happened to stop by and wanted an update on her condition. She explained to me that she had taken care of this patient for a couple of days and was just really concerned about how fast her condition deteriorated. I told her the patient’s current medical situation and she asked me if there was anything she could do to help because all of her current patients were extremely stable.

Immediately, she went to the patient and husband and just spent time with them talking about the whole experience, the current situation, answering questions and commenting on their concerns. She stayed with them and me for the entire recovery period and transfer to the ICU. It felt so good to have her by my side. As I was focusing on the medical aspect of nursing, the antepartum RN was working on the psycho-social aspect. We merged as one and became the perfect nurse for this family.
St. Joseph Hospital’s Magnet journey is all about achieving and demonstrating nursing practice excellence. The reorganization of the Magnet Forces into five components has provided greater clarity and eliminated duplication of evidence. The new Magnet model provides guidelines for evidence to be submitted, and is our road map for our Magnet re-designation in 2011.

“Although we are now about 12 months away from our Magnet redesignation documentation submission, it is important for us to collect the evidence that reflects SJO meeting the ANCC Magnet program criteria, and absorb the new model as a way to meet the nursing challenges we face today,” states Executive Director of Nursing Professional Practice and Research and Magnet Program Director Patti Aube, R.N., BC, MSN.

The new Magnet model’s five components, which contain the original 14 forces, are: transformational leadership; structural empowerment; exemplary professional practice; new knowledge, innovations and improvements; and empirical outcomes. In addition to submitting evidence on the five components, Patti will complete the overview that describes the SJO organization and nursing structures and highlights clinical outcomes. This is accomplished by responding to 28 different sources of evidence.

In March 2009 more than 100 members of St. Joseph Hospital’s Nursing team gathered to kick off the Magnet re-designation journey. Staff members were identified to participate in four data collection teams. This past July they began gathering evidence of the five components, and they will continue doing so until June 2010.

“It’s very gratifying when we hear from the units about their various performance improvement activities, and I am very confident that we will submit a very strong body of evidence,” states Patti. “We are excited about capturing great ideas on how to improve processes and structures for a safer, more positive and more effective work environment. We welcome new ideas, and encourage everyone to share their suggestions with one of our Magnet Ambassadors.”

Since St. Joseph Hospital first began this journey more than five years ago, Magnet designation has elevated the hospital’s professional standards as well as its reputation. Magnet designation has been a significant factor in many of the accolades St. Joseph Hospital has received, including its ranking by *U.S. News & World Report* as one of America’s Best Hospitals for orthopedic care. St. Joseph Hospital led the way as the first Catholic hospital in California to receive Magnet status, and is purposefully and enthusiastically continuing on that path!
Kathleen Penzes, R.N.C., MN, NEA, BC, explains Executive Director of Women’s Services Kathleen Penzes, R.N.C., MN, NEA, BC.

She, along with a 25-member team, is helping to flesh out evidence of this Magnet component at St. Joseph Hospital.

She continues, “Our team is gathering data to show leadership at all levels of the organization that is visionary, involved and has the resources needed to succeed. We have a transformational leader in our CNO, Katie Skelton, who represents SJO Nursing at the highest level. However, in the final documentation to be submitted to Magnet next year, surveyors will expect to see examples from all units and at all levels of our organization.”

To ensure this diversity, the Transformational Leadership team is composed of both management and staff nurses from the inpatient and outpatient worlds, all of whom have a passion for excellent leadership. The team first met last May to define Transformational Leadership and its qualities. The team then split into three subcomponents:

- Strategic Planning
- Advocacy and Influence
- Visibility, Accessibility & Communication.

At St. Joseph Hospital the concept of Transformational Leadership is embedded in our foundation, so this is one of the easier components to quantify,” states Kathi. “The Rapid Improvement Events occurring through the St. Joseph Way program are a perfect example showing how we operationalize this component.”

The team will regroup in early 2010 to determine which examples best fit this component and the forces it contains (“Quality of Nursing Leadership” and “Management Style”) and which examples are best suited for the other components.

“As with this component, some of the research lends itself better to earlier work than other components,” remarks Kathi. “However, we plan to keep current with new evidence and updates as we get closer to submission time. If anyone sees or experiences transformational leadership I would love to hear about it.”

Kathi is uniquely suited to assist with this aspect of Magnet redesignation. She was closely involved in the hospital’s original Magnet journey. Currently, she is working on her doctoral degree in Leadership through the University of San Francisco. Every other weekend, Kathi travels to San Francisco to attend classes. Kathi also teaches a master’s level nursing class at Cal State Fullerton.
Q. What is Design for Perfect Care?
A. Design for Perfect Care is how the St. Joseph Health System unites knowledge and technology to deliver Perfect Care at the bedside.

Q. What is Perfect Care?
A. Perfect Care is one of the St. Joseph Health System’s long-term strategic goals introduced in 2006. Our goal is that “all patients will receive Perfect Care.” This means striving to never fail at delivering care that is safe, timely, evidence-based, efficient, equitable, patient/family centered and spiritual. It is measured using a Zero Failure Rate perspective, targeting zero delays, preventable deaths, errors or sentinel events, and zero failure to provide evidence-based care.

Q. When is it happening?
A. Now! We are preparing for a Meditech upgrade and implementing advanced clinical systems including: Emergency Department Management module, online Clinical Documentation for staff and physicians, Bedside Medication Verification (BMV), electronic Medication Administration Record (eMAR), and Computerized Physician Order Entry (CPOE). In the next six months, we will be in the design phase examining workflows and computer systems, identifying clinical issues, and conducting SJO Way events to improve processes.

Q. How will it affect the hospital?
A. Design for Perfect Care will have a profound impact on how almost every member of our staff works. The achievement of Perfect Care is a journey that involves everyone – doctors, nurses and staff. It will take work and collaboration to define and refine processes that will change the way we think and perform. Although it won’t be easy, it is the right thing to do for our patients.

Q. Is Design for Perfect Care all about technology?
A. No. Design for Perfect Care is about changing the way we work to unite knowledge and technology to provide Perfect Care at the bedside.

Q. Is it just for Nursing?
A. No. Design for Perfect Care will impact almost every member of our staff. Our goal is to help you do your job more effectively to support Perfect Care.

Q. If budgets are tight, why are we doing this now?
A. Our first priority is the safety and well being of our patients. Therefore, we must move forward with strategies supporting our Perfect Care goal. Timelines may be adjusted to fit within the hospital’s budget.

Q. How does Design for Perfect Care support our Magnet status?
A. Our Magnet status designates us as a hospital committed to nursing excellence. Design for Perfect Care shares that same commitment by enhancing collaboration and communication among caregivers, supporting nurse autonomy with decision support at the bedside, supporting evidence-based care practices and improving quality improvement measures. By embarking on this journey, we will also be addressing our Magnet survey recommendation to implement clinical documentation in the electronic medical record (EMR).

Q. What technologies are included?
A. Design for Perfect Care will include:
• Online Clinical Documentation
• Electronic Medical Record
• Electronic Medication Administration Record (eMAR)
• Computerized Physician Order Entry
• Provider Order Management
• Ambulatory Electronic Medical Record
• Emergency Dept. Module
• Bar Code Phlebotomy
• Bedside Medication Verification
• Physician Desktop
• Physician Documentation

Q. Won’t Design for Perfect Care take more time?
A. Yes, there will be a learning curve at first. However, in the end, our patients and caregivers will benefit from more complete, thorough and standards-based documentation in one place. This streamlines your workflow by eliminating duplicate manual processes and providing faster access to patient data.

Q. What will I get out of it?
A. Design for Perfect Care gives you the tools to do your job more effectively by providing direct access to the most current patient information and streamlining workflows. You will also have the satisfaction of knowing you are working to enable Perfect Care for every patient.

Q. Is Design for Perfect Care working at the other ministries?
A. Yes. The framework for Design for Perfect Care has been successfully rolled out at St. Jude Medical Center and Mission Hospital. Santa Rosa Memorial Hospital and Queen of the Valley Hospital are far along in the implementation process with several of the technologies live. Most staff members are expressing how much the new system is helping them provide better care and how much they appreciate being able to access and share patient information with other caregivers. We are also able to use data gathered by our new systems to help track, monitor and remediate important issues such as pressure ulcers. As the initiative is a process, all of these ministries will continually modify and update their system.

Q. Can I do this from home/office?
A. No. Design for Perfect Care is an in-hospital system. However, the new system will provide opportunities for our physicians to access patient information remotely.

Q. What are the benefits?
A. Benefits include:
• You will have more complete, thorough and standards-based documentation.
• You will have documentation easily accessible by clinicians anytime, from anywhere in the hospital.
• You will have at your fingertips trended data needed to consult with one another and make crucial treatment decisions.
• You will save time by not hunting for patient charts.
• You will save time by not having to answer physician questions over the phone as they will have access to patient charts from anywhere in the hospital, and remotely as well.
• Intake/output and feeding hemodynamic monitor and ventilator data is automatically calculated into the patient chart.
• You will be alerted to important things like drug interactions and patient allergies, or when it’s time for another dose.

If you have additional questions please call Jacqueline Trinkaus, Design for Perfect Care Project Manager, ext. 13816.

www.sjo.org/nursing_excellence
**An Eventful 2009 for Our St. Joseph Hospital Family**

Despite a financially challenging 2009 for our ministry, exceptional progress was achieved toward our goals of Sacred Encounters, Perfect Care, Healthiest Communities and Growth. Before we leave 2009 in the past, please take a moment to review our accomplishments:

**Sacred Encounters**
- Awarded “Top Ten Healing Hospitals in America” by the Baptist Healing Trust for the third consecutive year.
- Received a “Superior” rating for Overall Patient Experience by CalHospitalCompare.org.
- Received Outstanding Patient Experience Award by HealthGrades.
- Received Gallup Great Workplace award for employee engagement for third consecutive year.

**Perfect Care**
- Achieved St. Joseph Health System’s “Top Performer” quality award for five out of six years.
- Named by U.S. News & World Report as one of America’s Best Hospitals for Orthopedic Care for the third consecutive year.
- Named a Bariatric Surgery Center of Excellence by the American Society for Bariatric Surgery.
- Chest Pain Center received accreditation from the Society of Chest Pain Centers.
- Presented with a “Certificate of Distinction for Primary Stroke Centers” by The Joint Commission.
- Designated by the Orange County Health Care Agency as a Stroke-Neurology Receiving Center.
- Earned three-star rating (highest possible) for the Coronary Artery Bypass Graft program by the American Society of Thoracic Surgeons for the third consecutive year.
- First hospital in Orange County to earn Baby-Friendly designation by UNICEF and the World Health Organization.
- Received a fourth year of grant funding by the National Cancer Institute (NCI) as an extension of our partnership in the NCI Community Cancer Centers Program.
- Named a Blue Distinction Center for cardiac care and kidney transplantation by Blue Cross and Blue Shield.

**Healthiest Communities**
- Provided more than $51,000,000 in community benefits—a 13 percent increase from 2008.
- Provided more than 23,000 medical, dental and vision visits to the uninsured.
- Screened 4,000 new moms for postpartum depression; nearly 700 were identified as being at risk and treated.

**Growth**
- Opened Imaging Partners of Orange County (IPOC) in partnership with the physician group Moran, Rowan and Dorsey. IPOC provides a geographic expansion of needed services in our community.
- St. Joseph Hospital Affiliated Physicians gained 7,500 new enrollees.

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**A Healthier Community of Shoppers** - As of January, St. Joseph Hospital offers shoppers at Westminster Mall and Westfield MainPlace Shopping Center in Santa Ana a fast, easy and free way to keep track of their blood pressure. Within seconds, the automated Heart Check Center reads the blood pressure and records it on a card that BP checkers can take home.

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**You’re Invited to Flat Magnet Maggie’s Brand New Blog!**

Discover what Maggie is up to at [http://flatmaggiemagnet.blogspot.com](http://flatmaggiemagnet.blogspot.com).

Here, you’ll find photos from the fall Magnet Conference in Kentucky, learn more about Magnet Maggie and her role, and have an opportunity to weigh in with your comments and questions. Expect weekly updates to the blog. See you there!