



**Organizational Overview**

**OO1- A description of the applicant organization in terms of: History; Populations served. Include ethnicity of the nursing staff, client population, and community served.**

**OO1 Narrative** ..... 1-11

**OO1 Exhibits**

**Exhibit OO1.a:** Shared Governance Perceptions Survey, Pre- and Post-Refresh

**OO1 Figures**

**OO1 Figure 1.** PNSO Vision Statement

**OO1 Figure 2.** Primary and Secondary Service Areas

**OO1 Figure 3.** Ethnic Distribution

**OO1 References**

Benner, P. (March 1982). From Novice to Expert. *The American Journal of Nursing*, 82:3, 402-407.

**OO2- The current chief nursing officer’s job description and curriculum vitae.**

**OO2 Narrative** ..... 12

**OO2 Exhibits**

**Exhibit OO2.a:** Lorna Facticeau Curriculum Vitae

**Exhibit OO2.b:** Chief Nursing Officer Job Description

**OO3- Copies of the most recent: Annual reports (nursing and organization); Quality plans; Patient safety plan; Strategic plans for the organization and nursing services.**

**OO3 Narrative** ..... 13

**OO3 Exhibits**

**Exhibit OO3.a:** Health System Goal Matrix - FY2014 Results

**Exhibit OO3.b:** 2013 PNSO Annual Report

**Exhibit OO3.c:** 2014-2017 UVAHS Quality Improvement and Patient Safety Plan

**Exhibit OO3.d:** UVAHS Organizational Strategic Plan

**Exhibit OO3.e:** Nursing Strategic Plan

**OO4- The administrative and nursing organizational chart(s). Describe the CNO’s structural and operational relationships to all areas in which nursing is practiced.**

**OO4 Narrative** ..... 14-18

**OO4 Exhibits**

**Exhibit OO4.a:** Medical Center Organizational Structure



- Exhibit OO4.b:** UVA Organizational Structure 2013
- Exhibit OO4.c:** CSEC Committee Organizational Chart
- Exhibit OO4.d:** Patient Care Services Organizational Chart
- Exhibit OO4.e:** PNSO Bylaws
- Exhibit OO4.f:** 2014 PNSO Cabinet
- Exhibit OO4.g:** 2014 PNSO Committee Organizational Chart
- Exhibit OO4.h:** PNSO Career Ladder Reference Handbook

**OO5- The policies and procedures that govern/guide continuing professional development programs, such as tuition reimbursement; access to web-based education; professional nursing certification; and participation in local, regional, national, and international conferences/meetings.**

**OO5 Narrative** ..... 19-21

**OO5 Exhibits**

- Exhibit OO5.a:** HR Policy 301, Educational Assistance
- Exhibit OO5.b:** PNSO Nursing Scholarship Program
- Exhibit OO5.c:** NES Website Screenshot
- Exhibit OO5.d:** LMS Info and Screenshot
- Exhibit OO5.e:** CE Direct Seat Application Process and Allocation Rules
- Exhibit OO5.f:** PCS Policy A11, Conference Travel Fund Prioritization
- Exhibit OO5.g:** MC Policy 0015, Travel Reimbursement

**OO6- The learner assessment of the continuing education needs for nurses at all levels and settings, and the related education implementation plan.**

**OO6 Narrative** ..... 22-23

**OO6 Exhibits**

- Exhibit OO6.a:** NES Learning Needs Assessment & Implementation Plan, 2013-2015
- Exhibit OO6.b:** Education Offerings by Target Audience 2014

**OO6 Tables**

- OO6 Table 1.** Learning Needs Assessment & Implementation Plan Per Level

**OO7- An action plan that includes a target and demonstrates evidence of progress toward 80% of registered nurses obtaining a baccalaureate or graduate degree in nursing by 2020. Include an assessment of the current status; an evaluation of methods and strategies to increase the educational level of the workforce; and an appraisal of established, realistic targets to meet the organization’s strategy to increase the number of registered nurses with a degree in nursing (baccalaureate or graduate degree).**

**OO7 Narrative** ..... 24-27

**OO7 Exhibits**



**Exhibit OO7.a:** PCS Policy A17, Educational Requirements for RNs  
**Exhibit OO7.b:** Week 23 - 2014 Progress Report on Experienced Nurse Hiring Campaign

**OO7 Figures**

**OO7 Figure 1.** Current Status Assessment – Progress Toward 80% BSN By 2020 (2010-2013)

**OO7 Figure 2.** Appraisal of Established, Realistic Targets: BSN+ by 2020

**OO8- A schematic of the professional practice model(s) and a description of the care delivery system(s) in use in the organization.**

**OO8 Narrative** .....28-31

**OO8 Figures**

**OO8 Figure 1.** Current Professional Practice Model

**OO8 References**

Koloroutis, M. (2004) *Relationship-based care: A model for transforming practice.* Minneapolis, MN: Creative Health Care Management.

**OO9- Access to the state’s Nurse Practice Act(s). It is sufficient to provide the web address(es) to access the most current version of the Act(s) available on the website. Otherwise, hard copy(ies) of the most current version of the Act(s) must be provided.**

**OO9 Narrative** ..... 32

**OO9 Figures**

**OO9 Figure 1.** Screenshot of “Resources and Links” Section of PNSO Website

**OO9 References**

Virginia Board of Nursing website: Laws and Regulations Governing Nursing, ([http://www.dhp.virginia.gov/nursing/nursing\\_laws\\_regs.htm](http://www.dhp.virginia.gov/nursing/nursing_laws_regs.htm))

**OO10- Blank templates are required for nurses at all levels (staff nurses up to and including the CNO): self appraisal tools; peer feedback tools; performance review tools. Validation of completed forms will be at site visit.**

**OO10 Narrative** .....33-37

**OO10 Exhibits**

**Exhibit OO10.a:** PNSO Clinician III Peer Review Form for Performance Appraisal

**Exhibit OO10.b:** APN Outcomes Template

**Exhibit OO10.c:** Annual Staff Performance Appraisal Form

**Exhibit OO10.d:** Job Descriptions for Staff Nurse Roles

**Exhibit OO10.e:** Annual Leadership Performance Appraisal Form



- Exhibit OO10.f:** Manager Letter of Support Template for Clinician III Advancement
- Exhibit OO10.g:** Manager Letter of Support Template for Clinician IV Advancement
- Exhibit OO10.h:** PNSO Operational Guideline on Peer Review
- Exhibit OO10.i:** PNSO Customizable Tool for In-The-Moment Clinical Peer Feedback

**OO10 Figures**

- OO10 Figure 1.** Screenshot, ePerformance Links to Self-Appraisal and Evaluation
- OO10 Figure 2.** Screenshot, ePerformance Links to Assigned Peer Reviews

**OO11- A description of the process by which the CNO (or his or her designee) participates in credentialing, privileging, and evaluating advanced practice registered nurses (APRNs). Include the frequency of reprivileging.**

**OO11 Narrative** .....38-41

**OO11 Exhibits**

- Exhibit OO11.a:** MCP 0280 Allied Health Professional Practice Evaluations

**OO11 Tables**

- OO11 Table 1.** CNO/Designee Participation in APN Credentialing, Privileging, and Evaluation

**OO12- The policies and procedures that address: Patient privacy, security, and confidentiality; Patient ethical issues and/or needs; Promotion of a nondiscriminatory environment for patients and families.**

**OO12 Narrative** .....42-47

**OO12 Exhibits**

- Exhibit OO12.a:** MCP 0021 Confidentiality of Patient Information
- Exhibit OO12.b:** HRP 707 Violations of Confidentiality
- Exhibit OO12.c:** MCP 0163 Access to Electronic Medical Records and Institutional Computer Systems
- Exhibit OO12.d:** MCP 0244 Electronic Medical Record Access Auditing
- Exhibit OO12.e:** MCP 0245 Minimum Necessary Use and Disclosure of Protected Health Information
- Exhibit OO12.f:** MCP 0256 Accounting of Disclosures of Protected Health Information
- Exhibit OO12.g:** MCP 0092 Release of Patients Protected Health Information
- Exhibit OO12.h:** MCP 0253 Verification for Release of Patient Information
- Exhibit OO12.i:** MCP 0150 Requests for Restriction of Patient Information
- Exhibit OO12.j:** MCP 0084 Health Information Request for Non Patient Care Usage



- Exhibit OO12.k:** MCP 0038 Requests by News Organizations for Patient Information and Access for Photography or Electronic Recording
- Exhibit OO12.l:** MCP 0252 Use and Disclosure of Protected Health Information for Marketing and Related Purposes
- Exhibit OO12.m:** MCP 0251 Use and Disclosure of Protected Health Information for General Fundraising Purposes
- Exhibit OO12.n:** MCP 0227 Protection of Electronic Information and Information Systems
- Exhibit OO12.o:** MCP 0032 Acquisition of Information Systems Resources
- Exhibit OO12.p:** MCP 0139 Cellular Telephones, Wireless Devices and Other Radio Frequency Producing Equipment
- Exhibit OO12.q:** MCP 0030 The Use of Cameras and Other Electronic Devices and Media
- Exhibit OO12.r:** MCP 0194 Faxing of Patient Information
- Exhibit OO12.s:** MCP 0193 Electronic Mail
- Exhibit OO12.t:** MCP 0202 Internet and Intranet Access and Usage
- Exhibit OO12.u:** MCP 0094 Documentation of Patient Care in the Electronic Medical Record
- Exhibit OO12.v:** MCP 0218 Medical Record and Designated Record Set
- Exhibit OO12.w:** MCP 0201 Patient Identification
- Exhibit OO12.x:** MCP 0286 Prevention, Detection and Mitigation of the Theft of Patients' Identities
- Exhibit OO12.y:** PCS Policy A04 Care of Money and Valuables
- Exhibit OO12.z:** MCP 0023 Loss, Damage, or Theft of Patient, Employee, or Medical Center Property
- Exhibit OO12.aa:** MCP 0004 Medical Center Identification
- Exhibit OO12.ab:** MCP 0176 Access Control to Medical Center Facilities
- Exhibit OO12.ac:** HRP 202 Criminal Background Check
- Exhibit OO12.ad:** MCP 0215 Employee and Vendor Background Screening
- Exhibit OO12.ae:** MCP 0058 Medical Center Volunteers
- Exhibit OO12.af:** MCP 0316 Management of Student Practicum Preceptorships
- Exhibit OO12.ag:** PCS Policy A08 Supervising Nursing Students During Clinical Placement
- Exhibit OO12.ah:** MCP 0315 Management of Observers
- Exhibit OO12.ai:** MCP 0050 Patient Visitation
- Exhibit OO12.aj:** MCP 0069 Medical Center Tours
- Exhibit OO12.ak:** MCP 0213 Abuse, Neglect, or Exploitation of Patients
- Exhibit OO12.al:** MCP 0172 Responding to Behavioral Security Emergencies
- Exhibit OO12.am:** MCP 0175 Threat Assessment
- Exhibit OO12.an:** UVA Policy SEC-030 Weapons, Fireworks, Explosives
- Exhibit OO12.ao:** MCP 0174 Regulation of Weapons, Fireworks, and Explosives on University Property
- Exhibit OO12.ap:** MCP 0052 Bomb Threat Incident



- Exhibit OO12.aq:** MCP 0166 Hostage Incident
- Exhibit OO12.ar:** MCP 0141 Infant or Child Abduction
- Exhibit OO12.as:** MCP 0054 Hazardous Material Spill Accident Notification
- Exhibit OO12.at:** MCP 0134 Transmissible Bloodborne Pathogens
- Exhibit OO12.au:** MCP 0250 Universal Protocol for Preoperative and PreProcedure Verification
- Exhibit OO12.av:** MCP 0197 Suicide Risk Assessment and Prevention
- Exhibit OO12.aw:** PCS Policy A07 Patient Companion Guidelines
- Exhibit OO12.ax:** MCP 0159 Restraint and Seclusion of Patients
- Exhibit OO12.ay:** MCP 0140 Judicial Treatment Orders
- Exhibit OO12.az:** MCP 0219 Searching of a Patient and a Patient's Belongings
- Exhibit OO12.ba:** MCP 0206 Missing and Eloped Patients
- Exhibit OO12.bb:** MCP 0295 Patients Leaving Inpatient Care Units
- Exhibit OO12.bc:** MCP 0254 Clinical Alarm Systems
- Exhibit OO12.bd:** MCP 0055 Use of Non-UVA Medical Center Equipment
- Exhibit OO12.be:** MCP 0312 Same-Day Discharge of Outpatients Receiving Sedation or Anesthesia
- Exhibit OO12.bf:** MCP 0209 Patients Requiring Enhanced Security
- Exhibit OO12.bg:** MCP 0192 Medical Treatment of Prisoners
- Exhibit OO12.bh:** MCP 0220 Interactions with Law Enforcement Authorities
- Exhibit OO12.bi:** MCP 0105 Ethics and Patient Care Consultation
- Exhibit OO12.bj:** MCP 0233 Conflict of Interest
- Exhibit OO12.bk:** MCP 0026 Patient Rights and Responsibilities
- Exhibit OO12.bl:** MCP 0070 Patient Concerns and Grievances
- Exhibit OO12.bm:** MCP 0024 Informed Decisionmaking
- Exhibit OO12.bn:** MCP 0293 Disclosure of Outcomes
- Exhibit OO12.bo:** MCP 0191 Refusal of Treatment
- Exhibit OO12.bp:** MCP 0102 Discharges Against Medical Advice
- Exhibit OO12.bq:** MCP 0025 Discharge Planning
- Exhibit OO12.br:** MCP 0142 Advance Directives
- Exhibit OO12.bs:** MCP 0079 Do Not Resuscitate
- Exhibit OO12.bt:** MCP 0115 Guidelines for Determination of Death including Death by Neurologic Criteria
- Exhibit OO12.bu:** MCP 0098 Organ, Tissue, or Eye Donation
- Exhibit OO12.bv:** MCP 0207 Organ Procurement in Donors After Cardiac Death
- Exhibit OO12.bw:** MCP 0014 Death Certificates, Fetal Death Reports and Consultation-Disposition Forms
- Exhibit OO12.bx:** MCP 0270 Autopsy
- Exhibit OO12.by:** MCP 0239 Pain Assessment and Management, Adults
- Exhibit OO12.bz:** MCP 0318 Pediatric Pain Assessment and Management
- Exhibit OO12.ca:** MCP 0155 Provision of Healthcare Services to Children
- Exhibit OO12.cb:** MCP 0046 Child Placement for Adoption



- Exhibit OO12.cc:** MCP 0151 Patient Choice in Selection of Home Health Agencies
- Exhibit OO12.cd:** MCP 0016 Medical Record Billing Audit
- Exhibit OO12.ce:** MCP 0266 Records Management; Document Retention and Destruction
- Exhibit OO12.cf:** MCP 0248 Amendment of Medical and Billing Records
- Exhibit OO12.cg:** MCP 0008 Gifts, Gratuities, and Interactions with Vendors
- Exhibit OO12.ch:** MCP 0013 Vendors Sales and Service Representatives
- Exhibit OO12.ci:** UVA Equal Opportunity Programs - Complaint Procedures
- Exhibit OO12.cj:** MCP 0156 Language Interpretive and Adaptive Aids for Patients with Disabilities or Limited English Proficiency
- Exhibit OO12.ck:** MCP 0246 Animals in the Medical Center
- Exhibit OO12.cl:** MCP 0275 Management of Surgically Removed Body Parts or Implants
- Exhibit OO12.cm:** MCP 0214 Medical Screening and Stabilizing Treatment for Emergency Medical Conditions
- Exhibit OO12.cn:** MCP 0039 Reservation, Registration, and Admission Requirements for Surgical Procedures and Admissions
- Exhibit OO12.co:** MCP 0097 Medical Center Bed Assignment
- Exhibit OO12.cp:** MCP 0224 Provision of Patient Supplies and Pharmaceuticals after Discharge or Clinic Visit

**OO13- The policies and procedures that address the organization’s workplace advocacy initiatives for staff, including the following issues: Caregiver stress; Diversity; Rights; Confidentiality.**

**OO13 Narrative** .....48-51

**OO13 Exhibits**

- Exhibit OO13.a:** HRP 315 Paid Time Off
- Exhibit OO13.b:** HRP 600, Leaves of Absences
- Exhibit OO13.c:** MCP 0284 Alcohol and Drug Free Workplace
- Exhibit OO13.d:** FEAP Overview and Work/Life Brochures
- Exhibit OO13.e:** Hoo’s Well Brochure
- Exhibit OO13.f:** HRP 705 Staff Requests Regarding Assignments
- Exhibit OO13.g:** UVAHS and PNSO Diversity Statement
- Exhibit OO13.h:** HRP 405 Separation from Employment
- Exhibit OO13.i:** HRP 407 Reduction In Force
- Exhibit OO13.j:** HRP 116, Promotions, Demotions and Transfers
- Exhibit OO13.k:** HRP 402 Compliance with Fair Labor Standards Act
- Exhibit OO13.l:** HRP 502, Work Hours and Schedules
- Exhibit OO13.m:** PCS Policy A09 Patient Care Services Scheduling Policy
- Exhibit OO13.n:** HRP 704 Attendance
- Exhibit OO13.o:** HRP 503 Telecommuting
- Exhibit OO13.p:** HRP 512 Workers Compensation



- Exhibit OO13.q:** HRP 513 Transitional Work Program
- Exhibit OO13.r:** MCP 0117 Testing for HIV and Hepatitis Viruses Following Certain Exposures to Blood or Body Fluids
- Exhibit OO13.s:** MCP 0268 Management of Hazardous Drugs
- Exhibit OO13.t:** MCP 0034 Legal Inquiries
- Exhibit OO13.u:** MCP 0223 Government and Regulatory Investigation Response
- Exhibit OO13.v:** HRP 109 Personnel Records

**OO14- The policies and procedures that permit and encourage nurses to confidentially express their concerns about their professional practice environment, without retribution.**

**OO14 Narrative** .....52-54

**OO14 Exhibits**

- Exhibit OO14.a:** MCP 0217 Corporate Compliance Auditing and Monitoring Program
- Exhibit OO14.b:** MCP 0235 Compliance Code of Conduct
- Exhibit OO14.c:** UVAHS Compliance Website, Code of Conduct, and Confidential Helpline

**OO14 Tables**

- OO14 Table 1.** Summary of Exhibits Which Address Aspects of OO14 Standard

**OO15- The policies and procedures that address the identification and management of problems related to incompetent, unsafe, or unprofessional practice or conduct.**

**OO15 Narrative** .....55-58

**OO15 Exhibits**

- Exhibit OO15.a:** HRP 905 Healthcare Provider Licensure and Certification
- Exhibit OO15.b:** HRP 210, Competency Assessment
- Exhibit OO15.c:** HRP 205 Probationary Period
- Exhibit OO15.d:** MCP 0255 Mandatory Reporting of Healthcare Practitioners
- Exhibit OO15.e:** HRP 105 Management Conditions of Appointment
- Exhibit OO15.f:** HRP 209, Performance Management Program
- Exhibit OO15.g:** HRP 106, Orientation of Employees
- Exhibit OO15.h:** HRP 702 Fitness for Duty
- Exhibit OO15.i:** MCP 0259 Medication Management
- Exhibit OO15.j:** HRP 104 Conditions of Employment
- Exhibit OO15.k:** MCP 0283 Behavioral Code of Conduct
- Exhibit OO15.l:** HRP 701 Employee Standards of Performance
- Exhibit OO15.m:** MCP 0262 Standards for Professional Behavior
- Exhibit OO15.n:** MCP 0299 Controlled Drugs





**OO15 Figures**

**OO15 Figure 1.** Quality Reporting Categories Screenshot

**OO16- The policies and procedures regarding interprofessional conflict.**

**OO16 Narrative** ..... 59

**OO16 Exhibits**

**Exhibit OO16.a:** MCP 0291 Clinical Staff Code of Conduct

**Exhibit OO16.b:** MCP 0279 Professional Practice Evaluations for Members of the Clinical Staff

**OO17- A description of the infrastructure, the organizational committees, and the decision-making bodies specifically designed to oversee the quality of patient care.**

**OO17 Narrative** ..... 60-65

**OO17 Exhibits**

**Exhibit OO17.a:** MCP 0132 The Quality Reporting Process

**Exhibit OO17.b:** PCS Policy A16 Quality Indicator Performance Boards

**OO17 Figures**

**OO17 Figure 1.** Summarized Organizational Infrastructure for Quality

**OO18- The organization’s policies, procedures, charters, or bylaws (including Institutional Review Board) that protect the rights of participants in research.**

**OO18 Narrative** ..... 66-68

**OO18 Exhibits**

**Exhibit OO18.a:** MCP 0076 Management of Medical Devices Used in Patient Care

**OO18 Figures**

**OO18 Figure 1.** Screenshot of UVA IRB-HSR Regulations Website

**OO18 Figure 2.** Screenshot of UVA IRB-HSR Members’ Resource Website

**OO19- The organization’s policies, procedures, charters, or bylaws designating that at least one nurse must be a voting member of the governing body responsible for the protection of human research participants, and that at least one nurse votes on nursing-related protocols.**

**OO19 Narrative** ..... 69-74

**OO19 Exhibits**

**Exhibit OO19.a:** UVA IRB Standard Operating Procedures

**Exhibit OO19.b:** UVA IRB-HSR Members’ Guide



**OO19 Tables**

**OO19 Table 1.** UVA IRB-HSR Staff

**OO19 Figures**

**OO19 Figure 1.** Excerpt from IRB-HSR’s Full Board Protocols’ Checklist

**OO19 Figure 2.** Excerpt from IRB-HSR’s Expedited Protocols’ Checklist

**OO19 Figure 3.** Excerpt from IRB-HSR’s Modified Protocols’ Checklist

**OO19 References**

American Nurses Association. (2001). Section 3.3. Protection of participants in research. *ANA Code of Ethics for Nurses, with Interpretive Statements*. (<http://www.nursingworld.org/MainMenuCategories/EthicsStandards/CodeofEthicsforNurses/Code-of-Ethics.pdf>)

**OO20- A table of ongoing or completed nursing research studies within the past 30 months.**

**OO20 Narrative** ..... 75

**OO20 Exhibits**

**Exhibit OO20.a:** Research Table Required Format



**Transformational Leadership**

**TL1EO – Nursing’s mission, vision, values and strategic plan align with the organization’s priorities to improve the organization’s performance.**

**TL1EO Narrative** ..... 1-10

**Example 1:** Improvement in the Nurse Practice Environment: Involving Families in Care

**Example 2:** Improvement Due to a Change in Clinical Practice: Catheter-Associated Urinary Tract Infection (CAUTI)

**TL1EO Tables**

**TL1EO Table 1.** Participants, Involving Families in Care

**TL1EO Table 2.** Participants, Q17 CAUTI Clinical Practice Improvement Team

**TL1EO Figures**

**TL1EO Figure 1.** Inpatient Patient Satisfaction – Staff Attitude Toward Visitors, (3Q12-1Q14)

**TL1EO Figure 2.** Catheter-Associated Urinary Tract Infections: Infection Count and Catheter Utilization Rate (1Q12-1Q14)

**TL1EO References**

Climo MW, Yokoe DS, Warren DK, et al. Effect of daily chlorhexidine bathing on hospital-acquired infection. *N Engl J Med.* 2013;368(6):533-542. DOI: 10.1056/NEJMoa1113849

**TL2- Nurse leaders and clinical nurses advocate for resources to support nursing unit and organizational goals.**

**TL2 Narrative** ..... 11-15

**Example 1:** Nurse leader Joel Anderson advocates for additional equipment to support Employee Engagement unit goals

**Example 2:** Clinical Nurse Advocacy for Replacement of Infusion Center Patient Chairs to improve patient safety

**TL2 Exhibits**

**Exhibit TL2.a:** 031413 5 Central Staff Meeting Minutes

**Exhibit TL2.b:** 042213 Acute Manager Meeting Minutes

**Exhibit TL2.c:** 041913 Zwoyer to Anderson Dinamap Condition Email

**Exhibit TL2.d:** 052913 Anderson to Knapp Email

**Exhibit TL2.e:** Dinamap V100 New Purchase

**Exhibit TL2.f:** Focused Review Invitation-Emergency Responses in ECCCC

**Exhibit TL2.g:** Calendar Screenshot, Lorna and Jody Infusion Chairs Meeting

**Exhibit TL2.h:** Request for Cancer COE Capital Dollars

**Exhibit TL2.i:** Infusion Center Chair Replacement Project Charter

**Exhibit TL2.j:** Unit Goal Infusion Chair Evaluation Forms



**TL2 Tables**

**TL2 Table 1.** Participants, 5 Central Dinamap Replacement

**TL2 Table 2.** Participants, Infusion Center Chair Replacement Initiative

**TL3EO- The CNO influences organization-wide change beyond the scope of nursing.**

**TL3EO Narrative** ..... 16-19

**Example:** CNO advocates for more hand hygiene dispensers

**TL3EO Tables**

**TL3EO Table 1.** Participants, Hand Hygiene Dispenser Expansion

**TL3EO Figures**

**TL3EO Figure 1.** Hand Hygiene Practices: Percent Compliance (2Q11-2Q13)

**TL4- The CNO is a strategic partner in the organization’s decision-making.**

**TL4 Narrative** .....20-26

**Example 1:** Non-Technology Decision: CNO Lorna Facteau participation in the search committee for the newly established position of Executive Vice President for Health Affairs

**Example 2:** Technology Decision: CNO Lorna Facteau serves as project sponsor to replace physiologic monitoring technology throughout the Medical Center

**TL4 Exhibits**

**Exhibit TL4.a:** Screenshot of EVPHA Search Committee Website

**Exhibit TL4.b:** EVPHA 1st & 2nd round interview information

**Exhibit TL4.c:** Screenshots Facteau Calendar - EVPHA Interviews

**Exhibit TL4.d:** Richard P. Shannon named EVP Health Affairs

**Exhibit TL4.e:** Facteau Email Approves Philips Agreement

**Exhibit TL4.f:** Project Charter 072514 Signed

**Exhibit TL4.g:** Patient Monitoring Steering Committee 102813 Minutes

**Exhibit TL4.h:** Patient Monitoring Steering Committee 052314 Minutes

**Exhibit TL4.i:** CNO Status Meeting

**TL4 Tables**

**TL4 Table 1.** Participants, Monitoring Replacement Initiative

**TL5- Nurse leaders lead effectively through change.**

**TL5 Narrative** .....27-38

**Example 1:** Unplanned Change: Flooding affecting multiple units leads to evacuation and temporary unit relocation



**Example 2:** Planned Change: Acute Care Pediatrics expansion and closure of Kluge Children’s Rehabilitation Center (KCRC)

**TL5 Exhibits**

- Exhibit TL5.a:** 8/26/13 Emergency Unit Relocation Update #1
- Exhibit TL5.b:** 8/27/13 Emergency Unit Relocation Update #3
- Exhibit TL5.c:** After-Action Review Timeline
- Exhibit TL5.d:** 090712 Email McGhee to Shift Managers, Upcoming Changes
- Exhibit TL5.e:** Peds Patient Move Log
- Exhibit TL5.f:** Tyson Email: Moving Again
- Exhibit TL5.g:** League-Steck Emails Planning Visit To KCRC
- Exhibit TL5.h:** Childrens/Womens Services – Voluntary On Call Guideline May 2012

**TL5 Tables**

- TL5 Table 1.** Participants, 6 West / 5 West Flood Response
- TL5 Table 2.** Participants, KCRC / Acute Pediatrics Transition

**TL6- The CNO advocates for organizational support of ongoing leadership development for all nurses, with a focus on mentoring and succession planning.**

**TL6 Narrative .....39-47**

- Example 1:** Mentoring for Clinical Nurse
- Example 2:** Mentoring for Nurse Managers
- Example 3:** Mentoring for Nurse Leaders (Directors/ Administrators)
- Example 4:** Mentoring for Chief Nursing Officer

**TL6 Exhibits**

- Exhibit TL6.a:** PNSO Committee and Chair Role Expectations
- Exhibit TL6.b:** December 2013 Committee Chair Orientation Attendees
- Exhibit TL6.c:** 9/2013 Shared Agenda Topic: Mentorship
- Exhibit TL6.d:** Informal Leader Rosters 2012-2014
- Exhibit TL6.e:** PNSO Management Committee Roster
- Exhibit TL6.f:** New Leader Assimilation Coaching Since 040112
- Exhibit TL6.g:** Foundations Nursing Excellence Class Content
- Exhibit TL6.h:** Best Practices In Management Roster
- Exhibit TL6.i:** Cyphert and Zwoyer AONE Travel Forms
- Exhibit TL6.j:** NLI John Ehrhart – Facticeau letter
- Exhibit TL6.k:** Holly Hintz Educational Plan
- Exhibit TL6.l:** 11/12/13 CNO Team Retreat
- Exhibit TL6.m:** PCS One On One, Via and Facticeau
- Exhibit TL6.n:** Reyes LAM 2013 Invite and Calendar
- Exhibit TL6.o:** Baldrige Certificate, League KL
- Exhibit TL6.p:** 041414 MCOG Retreat
- Exhibit TL6.q:** Talent Review
- Exhibit TL6.r:** Facticeau Individual Learning Agility Summary Report



**Exhibit TL6.s:** 2013-2014 Advisory Board Nurse Executive Center Meeting

**TL6 Tables**

**TL6 Table 1.** Informal Leadership Program Course Overview

**TL6 Table 2.** Foundations for Nursing Excellence Program Attendees

**TL7- Nurse leaders, with clinical nurse input, use trended data to acquire necessary resources to support the care delivery system(s).**

**TL7 Narrative** .....48-52

**Example:** Emily Couric Clinical Cancer Center: Care Coordinator Expansion

**TL7 Exhibits**

**Exhibit TL7.a:** Cancer Center Performance Report Brill p5

**Exhibit TL7.b:** State of the CC Exercise

**Exhibit TL7.c:** Job Description, RN Care Coordinator-Clinician III

**Exhibit TL7.d:** Care Coordinator Need Assessment June 2014

**Exhibit TL7.e:** RN Care Coordinator Decision Pack

**TL7 Tables**

**TL7 Table 1.** Participants, Cancer Center Care Coordinator Re-Design

**TL7 Figures**

**TL7 Figure 1.** Cancer Center Volume (Patient Visits), FY12-FY14

**TL8- The CNO uses various methods to communicate, be visible, and be accessible to nurses throughout the organization. Choose 2 of the 3 below.**

**TL8 Narrative** .....53-58

**Example 1:** Change in Nurse Practice Environment: Support Services Satisfaction Survey

**Example 2:** Change in Nursing Practice: CNO Advocates for Preceptor Pay

**TL8 Exhibits**

**Exhibit TL8.a:** CNO Fall Forum Minutes Sept-Oct 2012

**Exhibit TL8.b:** AONE Nursing Satisfaction with Support Services Survey Background

**Exhibit TL8.c:** CNO Invites RNs to Take Support Services Satisfaction Survey

**Exhibit TL8.d:** AONE Support Services Survey Results

**Exhibit TL8.e:** "I Heard You" Forum Email

**Exhibit TL8.f:** 090612 Cabinet Minutes

**Exhibit TL8.g:** 112912 Compensation Committee Meeting Minutes

**TL9EO- Nurse leaders (exclusive of the CNO) use input from clinical nurses to influence change in the organization. Choose 2 of the 3 below: (examples must be different from those provided in TL8).**

**TL9EO Narrative** .....59-70



**Example 1:** Change in Nurse Practice Environment: Hand-Off of Care

**Example 2:** Change in Nursing Practice: Family Presence in Resuscitation

### TL9EO Tables

**TL9EO Table 1.** Nursing Feedback, Hospital Survey on Patient Safety: “Question 3: Things Fall Between The Cracks When Transferring Patients from One Unit to Another.”

**TL9EO Table 2.** Nursing Feedback, Hospital Survey on Patient Safety: “Question 7. Problems Often Occur In The Exchange of Information Across Medical Center Units.

**TL9EO Table 3.** Participants, Hand-Off of Care Steering Committee

**TL9EO Table 4.** Participants, Family Presence During Resuscitation Pilots

### TL9EO Figures

**TL9EO Figure 1.** RN Perceptions of “Inaccurate/Incomplete Information” as a Contributing Factor Affecting Hand-Off Quality (Oct. 2013-July 2014)

**TL9EO Figure 2.** Percent of Codes Where FPDR Offered (4Q12-1Q14)

### TL9EO References

Joint Commission Center for Transforming Healthcare (2013). Facts about the Hand-off Communications Project.

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## Structural Empowerment

### SE1EO- Clinical Nurses are involved in interprofessional decision-making groups at the organizational level.

#### SE1EO Narrative ..... 1-12

**Example 1:** Q17 Glycemic Management Group

**Example 2:** Central Line Associated Blood Stream Infection ( CLABSI)  
Workgroup

#### SE1EO Tables

**SE1EO Table 1.** Participants, Q17 Glycemic Management Group

**SE1EO Table 2.** Participants, CLABSI Workgroup

#### SE1EO Figures

**SE1EO Figure 1.** Cardiac Surgery Patients with Controlled 6AM Post-Op Serum Glucose (3Q12-4Q13)

**SE1EO Figure 2.** Total Number of Central Line-Associated Blood Stream Infections (2010-2013)

**SE1EO Figure 3.** Central Line-Associated Blood Stream Infections, Comparing UVA with NHSN (1Q12-4Q13)

### SE2EO- The healthcare organization supports the nurses' participation in local, regional, national, or international professional organizations.

#### SE2EO Narrative ..... 13-20

**Example 1:** Professional Organization- American Nephrology Nursing Association

**Example 2:** Professional Organization- Academy of Medical Surgical Nurses

#### SE2EO Tables

**SE2EO Table 1.** Participants, Algorithm Development : Adequacy of Hemodialysis

**SE2EO Table 2.** Participants, Malnutrition Screening Initiative

#### SE2EO Figures

**SE2EO Figure 1.** Dialysis Adequacy, 6/12-10/12

**SE2EO Figure 2.** Registered Dietician Referral Compliance, 5/12-11/13

#### SE2EO References

Kidney Disease: Improving Global Outcomes (KDIGO) Acute Kidney Injury Work Group. Recommendation 5.8.3. KDIGO Clinical Practice Guideline for Acute Kidney Injury. *Kidney inter.*, Suppl. 2012; 2: 1–138.

*nutritionDay*, international nutrition assessment of hospitalized patients (<http://www.nutritionday.org>)

### SE3EO- The organization supports nurses' continuous professional development.

#### SE3EO Narrative ..... 21-23





**Example 1:** Organization has met a targeted goal of 20% of Registered Nurses to achieve professional nursing certification by December 31, 2013

**Example 2:** Unit or division: All units will achieve 10% of Registered Nurses achieving professional nursing certification by December 31, 2013

**SE3EO Figures**

**SE3EO Figure 1.** Percent of RNs with National Certification, 2011-2013

**SE3EO Figure 2.** 4 Central Percentage of RNs with Specialty Certification, 2011-2013

**SE4EO- Nurses participate in professional development activities designed to improve their knowledge, skills, and/or practices in the workplace. Professional development activities are designed to improve the professional practice of nursing or patient outcomes, or both. May include interprofessional activities. Does not include orientation-related education.**

**SE4EO Narrative** .....24-32

**Example 1:** Improvement in Knowledge, Skills, and/or Practices: Clinician III Nursing Leadership Development

**Example 2:** Improvement in Patient Care Outcome: Breastfeeding Improvement

**SE4EO Tables**

**SE4EO Table 1.** Course Instructors, Clinician III Leadership Class

**SE4EO Table 2.** Participants, Best Fed Beginnings Team Members

**SE4EO Figures**

**SE4EO Figure 1.** Nursing Leadership Development, Clinician III Self-Assessment

**SE4EO Figure 2.** Percent of Babies Exclusively Breastfeeding, Receiving Supplemental Formula, and Rooming In, June 2013-Sept 2013

**SE4EO References**

Benner, P. (March 1982). From Novice to Expert. *The American Journal of Nursing*, 82:3, 402-407.

WHO / UNICEF Baby-Friendly Hospital Initiative. (1991). *Ten Steps to Successful Breastfeeding*.

(<http://www.unicef.org/programme/breastfeeding/baby.htm#10>)

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**SE5- Nursing education opportunities are provided for those interested in a nursing career.**

**SE5 Narrative** .....33-35

**Example:** Career Growth Task Force and Education Fair

**SE5 Exhibits**

**Exhibit SE5.a:** 020614 Professional Development Committee Minutes

**Exhibit SE5.b:** 051614 Education Fair Minutes



- Exhibit SE5.c:** Education Fair Invitation
- Exhibit SE5.d:** Education Fair Attendance Roster

**SE5 Tables**

- SE5 Table 1.** Participants, Career Growth Event Planners

**SE6- The organization provides opportunities to improve nurses’ expertise in effectively teaching a patient or family.**

**SE6 Narrative** .....36-38

**Example:** Patient Education Summits

**SE6 Exhibits**

- Exhibit SE6.a:** MC Policy 0269, Provision and Documentation of Patient and Family Education
- Exhibit SE6.b:** Invitation, Fall Patient Education Summits
- Exhibit SE6.c:** Powerpoint, Fall Patient Education Summit 2013
- Exhibit SE6.d:** Effective Health Communication Culture
- Exhibit SE6.e:** NRP Effective Health Communication

**SE7- The organization facilitates the effective transition of registered nurses and advanced practice registered nurses into the work environment.**

**SE7 Narrative** .....39-46

- Example 1:** Transition of new graduate nurses into the nurse practice environment: UHC Nurse Residency Program
- Example 2:** Transition of newly hired experienced nurses into the nurse practice environment: Onboarding Essentials

**SE7 Exhibits**

- Exhibit SE7.a:** Agenda for NRP Class 1
- Exhibit SE7.b:** 4 West RN Orientation Evaluation
- Exhibit SE7.c:** Backboard Removal Poster.
- Exhibit SE7.d:** UHC NRP Survey Evaluation
- Exhibit SE7.e:** CY2013 RN Turnover Statistics
- Exhibit SE7.f:** Onboarding Best Practices Guide from HRCOD 2008
- Exhibit SE7.g:** Training PPT for Peer Interviewers
- Exhibit SE7.h:** Manager Orientation Checkpoint Packet Completed
- Exhibit SE7.i:** New Employee Profile Experienced RN Completed
- Exhibit SE7.j:** 110513 NCO Agenda and Topic Descriptions.

**SE7 Tables**

- SE7 Table 1.** Nursing Residency Program Advisory Group Members

**SE8- the organization provides educational programs to improve the nurse’s expertise as a preceptor.**

**SE8 Narrative** .....47-52



**Example:** Preceptor Education Program

**SE8 Exhibits**

**Exhibit SE8.a:** PCS Policy A13, Preceptor Standards

**Exhibit SE8.b:** Nurse Preceptor Selection Tool MICU

**Exhibit SE8.c:** Preceptor Essentials

**Exhibit SE8.d:** Orientation Progress Form

**Exhibit SE8.e:** Preceptor Essentials Post-Class Evaluation & Preceptor Self-Assessment 6/2012-5/2013

**SE8 Figures**

**SE8 Figure 1.** Preceptor Self-Assessment Average Rating, Pre-Class, Post-Class, and 4 Months Post-Class (6/2012-5/2013)

**SE8 Figure 2.** Preceptor Self-Assessment 9/2013: Incorporated Concepts from Preceptor Essentials Booster Into Practice

**SE8 Figure 3.** Top Five Scoring Questions from Orientee Evaluation of Preceptor Survey, 1/2013-1/2014

**SE9- The organization supports nurse’s participation in community healthcare outreach.**

**SE9 Narrative .....53-56**

**Example 1:** Clinical nurse involvement in community healthcare outreach: Remote Area Medical Clinic

**Example 2:** Nurse Leader involvement in community healthcare outreach: Program of All-inclusive Care for the Elderly (PACE)

**SE9 Exhibits**

**Exhibit SE9.a:** Kim Morris Approval for RAM PTO

**Exhibit SE9.b:** Proof of Public Service Leave Use

**Exhibit SE9.c:** PACE Quick Facts

**Exhibit SE9.d:** Blue Ridge PACE Now Enrolling Participants

**Exhibit SE9.e:** Blue Ridge PACE Board Meeting Minutes Sept 2013

**SE10EO- Nurses participate in the assessment and prioritization of the healthcare needs of the community.**

**SE10EO Narrative .....57-61**

**Example:** UVA Teen Health Center improves use of Long Acting Reversible Contraception (LARC)

**SE10EO Tables**

**SE10EO Table 1.** Participants, Teen Health Center

**SE10EO Figures**

**SE10EO Figure 1.** LARC (Nexplanon and Mirena) Placements, Jun 13-Mar 14

**SE10EO References**



The American Congress on Obstetrics and Gynecology, Committee on Adolescent Health Care (October 2012, reaffirmed 2014). *Committee Opinion # 539: Adolescents and Long-Acting Reversible Contraception: Implants and Intrauterine Devices*. (<http://www.acog.org/Resources-And-Publications/Committee-Opinions/Committee-on-Adolescent-Health-Care/Adolescents-and-Long-Acting-Reversible-Contraception>)

The American Congress on Obstetrics and Gynecology, Committee on Gynecologic Practice (December 2009, reaffirmed 2011). *Committee Opinion # 450: Increasing Use of Contraceptive Implants and Intrauterine Devices To Reduce Unintended Pregnancy*. (<http://www.acog.org/Resources-And-Publications/Committee-Opinions/Committee-on-Gynecologic-Practice/Increasing-Use-of-Contraceptive-Implants-and-Intrauterine-Devices-To-Reduce-Unintended-Pregnancy>)

Institute of Medicine (2009). *Initial national priorities for comparative effectiveness research*. Washington, DC: National Academies Press.

**SE11- nurses are recognized for their contributions in addressing the strategic priorities of the organization.**

**SE11 Narrative .....62-68**

- Example 1:** Clinical Nurse - PNSO Nursing Excellence Award: Transformational Leader
- Example 2:** Group of Nurses - Charles L. Brown Award for CLABSI Improvement

**SE11 Exhibits**

- Exhibit SE11.a:** Call for Nominations 2014 PNSO Nursing Excellence Awards
- Exhibit SE11.b:** 2013 PNSO Nursing Excellence Award Ceremony Program
- Exhibit SE11.c:** Clara Winfield’s Nomination for TL Award
- Exhibit SE11.d:** Connect Article – 2013 Nursing Excellence Award Recipients
- Exhibit SE11.e:** Call for Nominations, Charles L. Brown Award
- Exhibit SE11.f:** 2012 Charles L. Brown Award Winner Announcement
- Exhibit SE11.g:** Link and Connect Articles for 2012 Charles L. Brown Award Winner
- Exhibit SE11.h:** 11/2012 LIP Updates Newsletter

**SE11 Tables**

- SE11 Table 1.** Pediatric CLABSI Reduction Team Members



**Exemplary Professional Practice**

**EP1- Clinical nurses are involved in the development, implementation, and evaluation of the professional practice model.**

**EP1 Narrative** ..... 1-7

**Example:** Professional Practice Model Task Force

**EP1 Exhibits**

**Exhibit EP1.a:** Call for Participants to Help Evaluate the Professional Practice Model

**Exhibit EP1.b:** You Have Been Selected for the Professional Practice Model Task Force

**Exhibit EP1.c:** Professional Practice Model Taskforce Session Prework

**Exhibit EP1.d:** 110713 Cabinet Minutes

**Exhibit EP1.e:** Dec 2013 Shared Agenda Topic-Year In Review

**EP1 Tables**

**EP1 Table 1.** Professional Practice Model Task Force Participants

**EP1 Figures**

**EP1 Figure 1.** UVA Nursing Vision Statement

**EP1 Figure 2.** Current Professional Practice Model

**EP2EO- Clinical nurses are involved in the development, implementation, and evaluation of the professional practice model.**

**EP2EO Narrative** ..... 8-17

**Example:** 6 East improvement in Patient Satisfaction with Pain Management

**EP2EO Tables**

**EP2EO Table 1.** Participants, 6 East Pain Satisfaction Improvement Initiatives

**EP2EO Figures**

**EP2EO Figure 1.** Current UVA Nursing Professional Practice Model

**EP2EO Figure 2.** Press Ganey, 6 East, “How Well Was Your Pain Controlled?”  
Sept 2013 – Mar 2014

**EP2EO References**

American Pain Society Patient Outcome Questionnaire-Revised (APS-POQ-R)  
(<http://www.americanpainsociety.org/library/content/2010-revised-aps-patient-outcome-questionnaire.html>)

Gordon DB, Polomono R, Pellino TA, Turk DC, McCracken L, Sherwood G, Farrar J, Paice J, Wallace M, Strassels S. Psychometrics of the Revised American Pain Society Patient Outcome Questionnaire (APS-POQ) for Quality Improvement of Acute and Cancer Pain Management. *Journal of Pain* 11(11):1172-1186.

**EP3EO- Unit or clinic level nurse (RN) satisfaction data outperform the mean or median of the national benchmark used**



<b>EP3EO Narrative</b> .....	18-107
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### **EP3EO Tables**

- EP3EO Table 1.** “Be Safe” Observations Recorded
- EP3EO Table 2.** Comparing A3 and Plan-Do-Study-Act Structures
- EP3EO Table 3.** Layout of A3 Analysis Quadrants
- EP3EO Table 4.** UVA 5 Central Gallup Q12 Survey Ranking

### **EP3EO Figures**

- EP3EO Figure 1.** UVA Gallup Employee Engagement Results 2013-2014
- EP3EO Figure 2.** “Be Safe” Leadership Structure
- EP3EO Figure 3.** “Be Safe Event” Reporting System Desktop Icon
- EP3EO Figure 4.** Sample “Be Safe Event” Reporting Categories
- EP3EO Figure 5.** RN Satisfaction, 3 Central (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 6.** RN Satisfaction, 3 East (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 7.** RN Satisfaction, 3 West (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 8.** RN Satisfaction, 4 Central (Adult Acute Heart) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 9.** RN Satisfaction, 4 East (Adult Acute Heart) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 10.** RN Satisfaction, 4 West (Adult Acute Heart) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 11.** RN Satisfaction, 5 Central (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 12.** RN Satisfaction, 5 East (Adult Inpatient Psychiatry) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 13.** RN Satisfaction, 5 North (Adult Intermediate Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 14.** RN Satisfaction, 5 West (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 15.** RN Satisfaction, 6 Central (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 16.** RN Satisfaction, 6 East (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 17.** RN Satisfaction, 6 West (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 18.** RN Satisfaction, 7 Acute (Pediatric Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 19.** RN Satisfaction, 8 West (Adult Inpatient Oncology) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 20.** RN Satisfaction, Abdominal Transplant Program (Two graphs: Questions 1-6 and 7-12)



- EP3EO Figure 21.** RN Satisfaction, Nurse Practitioners (Advanced Practice)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 22.** RN Satisfaction, Altavista Dialysis (Ambulatory) (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 23.** RN Satisfaction, Anesthesia CRNAs (Perioperative) (Two  
graphs: Questions 1-6 and 7-12)
- EP3EO Figure 24.** RN Satisfaction, Augusta Dialysis (Ambulatory) (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 25.** RN Satisfaction, Bed Coordination Center (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 26.** RN Satisfaction, Blue Ridge Poison Center (Ambulatory)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 27.** RN Satisfaction, Cancer Clinic (Ambulatory) (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 28.** RN Satisfaction, Cardiac Catheterization Lab (Procedural)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 29.** RN Satisfaction, Cardiac Transition Unit (Post-Procedural)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 30.** RN Satisfaction, Case Management (Two graphs: Questions  
1-6 and 7-12)
- EP3EO Figure 31.** RN Satisfaction, Children’s Hospital Operations (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 32.** RN Satisfaction, Continuum Administration (Home Health)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 33.** RN Satisfaction, Coronary Care Unit (Adult Critical Care)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 34.** RN Satisfaction, Digestive Health Clinic (Ambulatory) (Two  
graphs: Questions 1-6 and 7-12)
- EP3EO Figure 35.** RN Satisfaction, Electrophysiology (Two graphs: Questions  
1-6 and 7-12)
- EP3EO Figure 36.** RN Satisfaction, Emergency Department (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 37.** RN Satisfaction, Endoscopy (Procedural) (Two graphs:  
Questions 1-6 and 7-12)
- EP3EO Figure 38.** RN Satisfaction, Epilepsy/Pediatric Neurology Clinic  
(Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 39.** RN Satisfaction, Heart Clinic-Cardiology (Ambulatory) (Two  
graphs: Questions 1-6 and 7-12)
- EP3EO Figure 40.** RN Satisfaction, Heart Clinic - Northridge (Ambulatory) (Two  
graphs: Questions 1-6 and 7-12)
- EP3EO Figure 41.** RN Satisfaction, Infusion Procedural Center (Procedural)  
(Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 42.** RN Satisfaction, Interventional Radiology (Procedural) (Two  
graphs: Questions 1-6 and 7-12)



- EP3EO Figure 43.** RN Satisfaction, Kluge Children’s Rehabilitation Center Outpatient Clinic (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 44.** RN Satisfaction, Kidney Acquisition (Transplant Program) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 45.** RN Satisfaction, Kidney Center (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 46.** RN Satisfaction, Liver Acquisition (Transplant Program) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 47.** RN Satisfaction, Lynchburg Dialysis (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 48.** RN Satisfaction, Lynchburg Hospital Dialysis (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 49.** RN Satisfaction, Medical Emergency Team (Inpatient) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 50.** RN Satisfaction, Medical ICU (Adult Critical Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 51.** RN Satisfaction, Neuro ICU (Adult Critical Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 52.** RN Satisfaction, Newborn Emergency Transport Services (Prehospital) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 53.** RN Satisfaction, Newborn ICU (Inpatient) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 54.** RN Satisfaction, Newborn ICU – Neonatal Nurse Practitioners (Advanced Practice) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 55.** RN Satisfaction, Nurse Education (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 56.** RN Satisfaction, OB/GYN Clinic, Primary Care Center (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 57.** RN Satisfaction, Operating Rooms (Perioperative) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 58.** RN Satisfaction, Orthopedic Clinic-Fontaine (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 59.** RN Satisfaction, Outpatient Surgery Center (Ambulatory Surgery) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 60.** RN Satisfaction, Post-Anesthesia Care Unit (Perioperative) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 61.** RN Satisfaction, Pain Management Center (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 62.** RN Satisfaction, Pediatric Clinic-Orange (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 63.** RN Satisfaction, Pediatric ICU (Pediatric Critical Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 64.** RN Satisfaction, Pediatric Specialty Clinic (Ambulatory) (Two graphs: Questions 1-6 and 7-12)





- EP3EO Figure 65.** RN Satisfaction, Pediatric Clinic-Northridge (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 66.** RN Satisfaction, Pegasus Air/Ground Emergency Transport (Prehospital) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 67.** RN Satisfaction, Pre-Admission Evaluation and Testing Center (Perioperative) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 68.** RN Satisfaction, Precertification (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 69.** RN Satisfaction, Radiology Nursing (Procedural) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 70.** RN Satisfaction, Renal Unit (Inpatient Dialysis) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 71.** RN Satisfaction, Skilled Nursing Continuum (Home Health) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 72.** RN Satisfaction, Spine Center (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 73.** RN Satisfaction, Short Stay Unit (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 74.** RN Satisfaction, Staffing Resource Center (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 75.** RN Satisfaction, Surgery Admission Suite (Perioperative) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 76.** RN Satisfaction, Surgery Clinic (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 77.** RN Satisfaction, Surgical Trauma Burn ICU (Adult Critical Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 78.** RN Satisfaction, Thoracic Cardiovascular Post-Operative ICU (Adult Critical Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 79.** RN Satisfaction, Thoracic Transplant (Transplant Program) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 80.** RN Satisfaction, The Women's Place: Labor/Delivery/Recovery/Post-Partum (Inpatient) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 81.** RN Satisfaction, University Medical Associates Clinic-Jefferson Park Avenue (Adult Acute Care) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 82.** RN Satisfaction, Urology Clinic (Ambulatory) (Two graphs: Questions 1-6 and 7-12)
- EP3EO Figure 83.** RN Satisfaction, Utilization Management (Two graphs: Questions 1-6 and 7-12)

**EP4- Nurses create partnerships with patients and families to establish goals and plans for delivery of patient-centered care.**



**EP4 Narrative** ..... 108-114

**Example 1:** Individualized plan of care based on the unique needs of the patient:  
Developmentally delayed patient with sigmoid volvulus repair on  
5 Central

**Example 2:** Nurses partnering with patients and families to improve systems of  
care at the unit, service line, or organization level: Patient and Family  
Centered Scheduling: Children’s Hospital Ambulatory Services

**EP4 Exhibits**

**Exhibit EP4.a:** 022013 Kelly Wesson Progress Note

**Exhibit EP4.b:** 022713 Kathleen Rea Progress Note

**Exhibit EP4.c:** 022713 Kelly Wesson Progress Note

**Exhibit EP4.d:** Patient and Family Centered Scheduling Overview

**Exhibit EP4.e:** Patient and Family Centered Scheduling Interview Guide

**Exhibit EP4.f:** 042914 PFCS Communication Meeting Minutes

**Exhibit EP4.g:** PFCS Scheduling Design Team Structure

**EP4 Tables**

**EP4 Table 1.** Participants, Care Planning Team for Mr. X.

**EP5- Nurses are involved in interprofessional collaborative practice within the care delivery system to ensure care coordination and continuity of care.**

**EP5 Narrative** ..... 115-120

**Example 1:** 6 West Interprofessional Care Coordination Rounds

**Example 2:** Nursing Coordination in the interprofessional ALS Clinic

**EP5 Exhibits**

**Exhibit EP5.a:** Care Coordination Meeting Goals Poster

**Exhibit EP5.b:** Notes – 6W Nurse Practitioner

**Exhibit EP5.c:** Notes – 6W Social Worker

**Exhibit EP5.d:** Notes – 6W Case Manager

**Exhibit EP5.e:** ALS Dysphagia

**Exhibit EP5.f:** ALS ADL Hints

**Exhibit EP5.g:** ALS Clinic Flow

**Exhibit EP5.h:** ALS Clinic Note

**EP5 Tables**

**EP5 Table 1.** Typical Participants, Daily 6 West Interprofessional Rounds

**EP5 Table 2.** Participants, The ALS Clinic Team

**EP6- Nurses incorporate regulatory and specialty standards/guidelines into the development and implementation of the care delivery system.**

**EP6 Narrative** ..... 121-126

**Example:** Nurses incorporate the Joint Commission Primary Stroke Center  
Certification requirements and the American Stroke Association (ASA) and



the American Association of Neuroscience Nursing (AANN) guidelines into care delivery across the continuum of care.

### EP6 Exhibits

**Exhibit EP6.a:** Clinical Practice Guidelines Subarachnoid Hemorrhage

**Exhibit EP6.b:** Guidelines for the Care of the Post IV Thrombolytic Patient

**Exhibit EP6.c:** 021914 Stroke QST Minutes

**Exhibit EP6.d:** 2013 Stroke Dashboard

**Exhibit EP6.e:** Stroke RiskFactors and Post-Stroke Depression

### EP6 Tables

**EP6 Table 1.** Participants of the Stroke QST Committee

### EP6 References

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**EP7EO- Nurses systematically evaluate professional organizations’ standards of practice, incorporating them into the organization’s professional practice model and care delivery system.**

**EP7EO Narrative** ..... 127-131

**Example:** Lung Transplant Telephone Surveillance Program using Transplant Scope and Standards of Practice

**EP7EO Tables**

**EP7EO Table 1.** Standards Inform Telephone Surveillance Structure

**EP7EO Table 2.** Participants, Telephone Surveillance Program Development

**EP7EO Figures**

**EP7EO Figure 1.** Data Pre- and Post-Implementation of Telephone Surveillance, July 2012 – Jan 2014

**EP7EO References**

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**EP8EO- Nurses use internal and external experts to improve the clinical practice setting**

**EP8EO Narrative** ..... 132-139

**Example:** Internal experts lead improvement in pain management efficacy as measured by patient satisfaction

**EP8EO Tables**

**EP8EO Table 1.** Participants, Pain Satisfaction Improvement Leaders

**EP8EO Figures**

**EP8EO Figure 1.** Summary Timeline of Interventions, 11/2012-6/2013

**EP8EO Figure 2.** Patient Satisfaction: How Well Your Pain Was Controlled, (Press Ganey, All Units, 3Q12-1Q14)



**EP9- Nurses are involved in staffing and scheduling based on established guidelines, such as the ANA’s Principles for Nurse Staffing, to ensure that RN assignments meet the needs of patient populations.**

**EP9 Narrative** ..... 140-143

**Example 1:** 6 West- Acute Care Neuroscience and Neuro Intermediate Care Unit; changes in staffing to accommodate intermediate care patient population

**Example 2:** Acute Care Pediatrics: changes in patient assignment to accommodate changing patient acuity

**EP9 Exhibits**

**Exhibit EP9.a:** PCS Policy A01 – Assignment for Inpatient Staffing

**Exhibit EP9.b:** Screenshot: Benolirao Planned Float to 5C

**Exhibit EP9.c:** Screenshot: S.Joy Schedule Change

**Exhibit EP9.d:** Screenshot: Benolirao Back to 6W

**Exhibit EP9.e:** 7 West Clairvia Schedule 013114

**Exhibit EP9.f:** Notes Documenting Progressing Condition

**Exhibit EP9.g:** 7 Acute Assignment Sheet

**EP9 References**

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**EP10- Nurses use trended data in the budgeting process, with clinical nurse input, to redistribute existing nursing resources or obtain additional nursing resources.**

**EP10 Narrative** ..... 144-149

**Example 1:** MICU clinical nurse input used to plan resources required for unit refurbishment, relocation, bed expansion

**Example 2:** PACU clinical nurses’ input leads to shift in staffing patterns

**EP10 Exhibits**

**Exhibit EP10.a:** External Transfers By Service 2010-2014

**Exhibit EP10.b:** 042612 MICU Orientation Minutes

**Exhibit EP10.c:** 051012 MICU Staff Meeting Minutes

**Exhibit EP10.d:** 08 2012 MICU Shift Report Design

**Exhibit EP10.e:** MICU FY12-FY13 Actual to Budget

**Exhibit EP10.f:** 030514 PACU Leadership Meeting

**Exhibit EP10.g:** 030514 PACU Nurse to Patient Flow Data

**Exhibit EP10.h:** 030614 PACU Nurse to Patient Flow Data

**Exhibit EP10.i:** 030714 PACU Weekly Letter

**Exhibit EP10.j:** 041514 PACU Nurse to Patient Flow Data



**EP10 Tables**

**EP10 Table 1.** MICU Team Feedback on Unit Expansion Enhancements

**EP10 Table 2.** Participants, RN Shift Manager Staff-To-Patient Pattern Analysis

**EP10 Figures**

**EP10 Figure 1.** Visual Timeline Representation of MICU Expansion

**EP11EO- Nurses participate in recruitment and retention assessment and planning activities.**

**EP11EO Narrative** ..... 150-153  
**Example:** Operating Room retention activities and impact on turnover

**EP11EO Tables**

**EP11EO Table 1.** Operating Room RN Hires Per Quarter, April 2012-December 2013

**EP11EO Table 2.** Participants, OR Onboarding Team

**EP11EO Figures**

**EP11EO Figure 1.** 12-Month Rolling Turnover Rate, Operating Room RNs, (4Q11-3Q13)

**EP12- Nurses assume leadership roles in collaborative interprofessional activities to improve the quality of care.**

**EP12 Narrative** ..... 154-160  
**Example:** Hospital-Acquired Pressure Ulcer (HAPU) Improvement led by Wound Ostomy Continence (WOC) Team Nurses

**EP12 Exhibits**

**Exhibit EP12.a:** Education Invite to Skin Care Champions

**Exhibit EP12.b:** HAPU Peer Review

**Exhibit EP12.c:** Perioperative Communication Tool for Skin Integrity

**Exhibit EP12.d:** ICU Heel PU Prevention Algorithm

**Exhibit EP12.e:** Cost Overview of Nursing Quality Supply Initiatives FY11-FY14

**EP12 Tables**

**EP12 Table 1.** Participants, HAPU Improvement Initiative

**EP12 References**

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**EP13EO- Nurses participate in interprofessional groups that implement and evaluate coordinated patient education activities.**

**EP13EO Narrative** ..... 161-169

**Example:** Early Recovery After Surgery (ERAS) Protocol

**EP13EO Tables**

**EP13EO Table 1.** Participants, ERAS Protocol Development

**EP13EO Table 2.** Evidence Rating Scale Used by PNSO

**EP13EO Figures**

**EP13EO Figure 1.** Reduced Length of Stay Post-ERAS Implementation, (8/2012- 1/2014)

**EP13EO References**

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**EP14- Resources, such as professional literature, are readily available to support decision-making in autonomous nursing practice.**

**EP14 Narrative** ..... 170-174

**Example 1:** Resource Utilization to change practice for Peripheral Intravenous Catheter Management

**Example 2:** Resource Utilization to build a clinical protocol for Continuous Renal Replacement Therapy-Calcium Chloride and Calcium Gluconate Titration

**EP14 Exhibits**

**Exhibit EP14.a:** 042314 R3 Minutes

**Exhibit EP14.b:** 04 2014 PIV Evidence-Based Template

**Exhibit EP14.c:** 052714 Clinical Practice Committee Minutes

**Exhibit EP14.d:** June 2014 Practice News

**Exhibit EP14.e:** 082713 CPC Minutes

**Exhibit EP14.f:** 110713 Patient Care Committee Minutes

**Exhibit EP14.g:** Calcium Chloride Infusion Titration in CRRT Protocol

**Exhibit EP14.h:** Calcium Gluconate Infusion Titration in CRRT Protocol

**EP14 Tables**

**EP14 Table 1.** R3 Committee Members Attending 4/23/2014

**EP14 Table 2.** Participants in Calcium Infusion Protocol Development

**EP14 References**

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**EP15- Nurses at all levels engage in periodic formal performance reviews that include a self-appraisal and peer feedback process for assurance of competence and continuous professional development.**

**EP15 Narrative** ..... 175-179

- Example 1:** Clinical Nurse: Aims Chamberlain
- Example 2:** Nurse leader (Director or above): Mary Crandall

**EP15 Exhibits**

- Exhibit EP15.a:** Chamberlain 2012 Self-Appraisal
- Exhibit EP15.b:** Chamberlain 2012 Peer Review
- Exhibit EP15.c:** Chamberlain 2012 Performance Appraisal
- Exhibit EP15.d:** Chamberlain Advance Cn2-to-Cn3 Portfolio
- Exhibit EP15.e:** Mary Crandall Self-Appraisal
- Exhibit EP15.f:** Mary Crandall Peer Review
- Exhibit EP15.g:** Mary Crandall Performance Appraisal
- Exhibit EP15.h:** Mary Crandall 360

**EP16- Nurse Autonomy is supported and promoted through the organization’s governance structure for shared decision-making.**

**EP16 Narrative** ..... 180-188

- Example 1:** Clinical Autonomy: Clinical nurse Pat Sites, RN, autonomously coordinates care for patients receiving anticoagulant therapy
- Example 2:** Organizational Autonomy: Clinical Nurses lead and participate in the local and organizational structures and processes that support patients experiencing ST-segment Elevation Myocardial Infarctions.

**EP16 Exhibits**

- Exhibit EP16.a:** Outpatient Anticoagulation Clinic Protocol
- Exhibit EP16.b:** PE 16021 Info Warfarin Color
- Exhibit EP16.c:** Sample Anticoagulant Epic Note
- Exhibit EP16.d:** ACS QST Mission and Goals 2013-2014
- Exhibit EP16.e:** ED Data Sheet B
- Exhibit EP16.f:** ACE Network
- Exhibit EP16.g:** STEMI Checklist Documentation
- Exhibit EP16.h:** Inpatient STEMI Guideline

**EP16 Tables**

- EP16 Table 1.** Participants, Anticoagulation Nursing Team
- EP16 Table 2.** Participants, ACS QST and Chest Pain Steering Committees

**EP17- Nurses use available resources to address ethical issues related to clinical practice and organizational ethical situations.**

**EP17 Narrative** ..... 189-194

- Example:** Organizational ethical issue: Altruistic donor criteria



**EP17 Exhibits**

- Exhibit EP17.a:** Transplant Services Policy 6: Living Donor Referral, Intake & Screening Process
- Exhibit EP17.b:** Ethics Committee Report 2012-2013
- Exhibit EP17.c:** Email From Anita To Transplant Team
- Exhibit EP17.d:** Email from Dr. Freeman

**EP17 Tables**

- EP17 Table 1.** Participants: Transplant Center Team
- EP17 Table 2.** Ethics Committee Members

**EP18EO- Workplace safety for nurses is evaluated and improved.**

**EP18EO Narrative** ..... 195-200

- Example 1: Nurse injury related to workstations on wheels (WOWs)
- Example 2: Slip/Trip/Fall Injuries Resulting in Lost Workdays

**EP18EO Tables**

- EP18EO Table 1.** Participants, WOW Injury Reduction Initiative
- EP18EO Table 2.** Participants, Slip/Trip/Fall Improvement Initiatives

**EP18EO Figures**

- EP18EO Figure 1.** Outcome: Reduction in WOW-Related RN Injuries
- Figure EP18EO Figure 2. Outcome: Reduction in Lost RN Workdays**

**EP19EO- Nurses are involved in the facility- or system-wide approach focused on proactive risk assessment and error management.**

**EP19EO Narrative** .....201-205

- Example:** Sepsis Alert- Medical Emergency Team nurse involvement in implementation

**EP19EO Tables**

- EP19EO Table 1.** Participants, Sepsis Steering Committee

**EP19EO Figures**

- EP19EO Figure 1.** Sepsis Best Practice Alert Screenshot
- EP19EO Figure 2.** Sepsis Mortality When Sepsis Diagnoses Not Present on Admission, 1Q12-3Q13

**EP20EO- Clinical nurses are involved in the review, action planning, and evaluation of patient safety data at the unit level.**

**EP20EO Narrative** .....206-215

- Example 1:** Operating Room Nurses reduce indwelling urinary catheter Operating Room insertion-related CAUTI
- Example 2:** Improvement in patient falls due to implementation of validated falls risk screening tool for Home Health patients



## EP20EO Tables

**EP20EO Table 1.** Participants, Operating Room CAUTI Reduction Initiative

**EP20EO Table 2.** Participants, Continuum Home Health Falls Committee

## EP20EO Figures

**EP20EO Figure 1.** OR Patients Who Developed Insertion-Related CAUTI, 1q12-1q14

**EP20EO Figure 2.** In-Home Falls Requiring Hospitalization, 3q12-4q13

**EP20EO Figure 3.** In-Home Falls Requiring Emergent Care, 3q12-4q13

## EP20EO References

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## EP21EO- Nurses are involved in the implementing and evaluating national or international patient safety goals.

**EP21EO Narrative** .....216-220

**Example:** Nurse-managed Heparin Infusion Initiative

## EP21EO Tables

**EP21EO Table 1.** Participants, Nurse-Driven Heparin Nomogram Initiative

## EP21EO Figures

**EP21EO Figure 1.** Nurse-Managed Heparin Nomogram: Percentage of Patients Achieving Therapeutic Heparin PTT Range in 0-24 Hours, 2Q12-1Q14

## EP21EO References

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## EP22EO- Unit- or clinic-level Nurse-Sensitive Clinical Indicator data outperform the mean or median of the national database used.

**EP22EO Narrative** .....221-285



## EP22EO Figures

### Falls with Injury

- EP22EO Figure 1.** Falls With Injury: CCU, MICU, NNICU (Adult Critical Care)
- EP22EO Figure 2.** Falls With Injury: STBICU, TCVPO (Adult Critical Care)
- EP22EO Figure 3.** Falls With Injury: 4C, 4W, 5W (Adult Blended Acuity)
- EP22EO Figure 4.** Falls With Injury: 6C, 6W (Adult Blended Acuity - Neuro)
- EP22EO Figure 5.** Falls With Injury: 3C, 3E, 3W, 4E (Adult Medicine)
- EP22EO Figure 6.** Falls With Injury: 6E (Adult Surgical)
- EP22EO Figure 7.** Falls With Injury: 5C, 8W, SSU (Adult Medical-Surgical)
- EP22EO Figure 8.** Falls With Injury: 8W Stem Cell (Adult Bone Marrow Transplant)

### Hospital-Acquired Pressure Ulcers, Stage 2 and Above

- EP22EO Figure 9.** HAPU: CCU, MICU, NNICU (Adult Critical Care)
- EP22EO Figure 10.** HAPU: STBICU, TCVPO (Adult Critical Care)
- EP22EO Figure 11.** HAPU: 4C, 4W, 5W (Adult Blended Acuity)
- EP22EO Figure 12.** HAPU: 6C, 6W (Adult Blended Acuity - Neuro)
- EP22EO Figure 13.** HAPU: 3C, 3E, 3W, 4E (Adult Medicine)
- EP22EO Figure 14.** HAPU: 6E (Adult Surgical)
- EP22EO Figure 15.** HAPU: 5C, 8W (Adult Medical-Surgical)
- EP22EO Figure 16.** HAPU: 8W Stem Cell (Adult Bone Marrow Transplant)
- EP22EO Figure 17.** HAPU: 7 Acute (Pediatric Acute Care)
- EP22EO Figure 18.** HAPU: Neonatal ICU (Pediatric Critical Care)
- EP22EO Figure 19.** HAPU: Pediatric ICU (Pediatric Critical Care)

### Central Line-Associated Bloodstream Infections

- EP22EO Figure 20.** CLABSI: CCU, MICU, NNICU (Adult Critical Care)
- EP22EO Figure 21.** CLABSI: STBICU, TCVPO (Adult Critical Care)
- EP22EO Figure 22.** CLABSI: 4C, 4W, 5W (Adult Blended Acuity)
- EP22EO Figure 23.** CLABSI: 6C, 6W (Adult Blended Acuity-Neuro)
- EP22EO Figure 24.** CLABSI: 3C, 3E, 3W, 4E (Adult Medical)
- EP22EO Figure 25.** CLABSI: 6E (Adult Surgical)
- EP22EO Figure 26.** CLABSI: 5C, 8W (Adult Medical-Surgical)
- EP22EO Figure 27.** CLABSI: 7 Acute (Pediatric Acute Care)
- EP22EO Figure 28.** CLABSI: Neonatal ICU (Pediatric Critical Care)
- EP22EO Figure 29.** CLABSI: Pediatric ICU (Pediatric Critical Care)
- EP22EO Figure 30.** CLABSI: 8C OB (Post-Partum)
- EP22EO Figure 31.** CLABSI: Labor, Delivery, Recovery, Post-Partum

**Catheter-Associated Urinary Tract Infections**

**EP22EO Figure 32.** CAUTI: CCU, MICU, NNICU (Adult Critical Care)

**EP22EO Figure 33.** CAUTI: STBICU, TCVPO (Adult Critical Care)

**EP22EO Figure 34.** CAUTI: 4C, 4W, 5W (Adult Blended Acuity)

**EP22EO Figure 35.** CAUTI: 6C, 6W (Adult Blended Acuity-Neuro)

**EP22EO Figure 36.** CAUTI: 3C, 3E, 3W, 4E (Adult Blended Acuity)

**EP22EO Figure 37.** CAUTI: 6E (Adult Surgical)

**EP22EO Figure 38.** CAUTI: 5C, 8W (Adult Medical-Surgical)

**EP22EO Figure 39.** CAUTI: 8W Stem Cell (Bone Marrow Transplant)

**EP22EO Figure 40.** CAUTI: 7 Acute (Pediatric Acute Care)

**EP22EO Figure 41.** CAUTI: Pediatric ICU (Pediatric Critical Care)

**EP22EO Figure 42.** CAUTI: 8C (Post-Partum)

**EP22EO Figure 43.** CAUTI: Labor, Delivery, Recovery, Post-Partum

**Nurse-Sensitive Core Measure Set: Children's Asthma Care**

**EP22EO Figure 44.** Core Measure: Children's Asthma Care

**Outpatient Nurse-Sensitive Indicator: Pain Care**

**EP22EO Figure 45.** Pain Care: Adult Neurology Clinic, Allergy Clinic, Audiology Clinic KCRG, Breast Clinic-West Complex (Ambulatory)

**EP22EO Figure 46.** Pain Care: Cancer Center, Cardiac Rehabilitation, Cardiology Clinic-Northridge, Cardiology Clinic-Primary Care Center (Ambulatory)

**EP22EO Figure 47.** Pain Care: Child/Family Psychiatry-Ivy, Colonnades Medical Associates, Dermatology Clinic-Primary Care Center, Developmental Pediatrics Clinic (Ambulatory)

**EP22EO Figure 48.** Pain Care: Diabetes Education & Management Program – Fontaine, Digestive Health Clinic, Endocrinology Clinic-Fontaine, Family Medicine Clinic (Ambulatory)

**EP22EO Figure 49.** Pain Care: Gamma Knife-Primary Care Center, Gastrointestinal Motility, Gynecology-Oncology Clinic, Hand Center (Ambulatory)

**EP22EO Figure 50.** Pain Care: Hematology-Oncology Clinic, Infectious Disease/ Traveler's Clinic, Infusion Center, Internal Medicine/Community Medicine (Ambulatory)

**EP22EO Figure 51.** Pain Care: Kidney Center, Mammography-Northridge, Medical Palliative Radiation Oncology-Cancer Center, Midlife Health Center (Ambulatory)

**EP22EO Figure 52.** Pain Care: Nephrology Clinic, Nephrology Clinic-Orange, Neurology-Oncology Clinic, Neurosurgery Clinic (Ambulatory)



- EP22EO Figure 53.** Pain Care: OB/GYN Clinic-Northridge, OB/GYN Clinic-Primary Care Center, Ophthalmology Clinic, Orthopedics Clinic-Fontaine (Ambulatory)
- EP22EO Figure 54.** Pain Care: Otolaryngology Clinic, Outpatient Surgery Center, Pain Management Center, Pediatric Cardiology Clinic (Ambulatory)
- EP22EO Figure 55.** Pain Care: Pediatric Diabetes Clinic, Pediatric Endocrinology Clinic, Pediatric Epilepsy Clinic, Pediatric Genetics Clinic (Ambulatory)
- EP22EO Figure 56.** Pain Care: Pediatric Hematology-Oncology Clinic, Pediatric Neonatology Clinic, Pediatric Orthopedic Clinic-KCRC, Pediatric Pulmonary Clinic (Ambulatory)
- EP22EO Figure 57.** Pain Care: Pediatric Respiratory Medicine Clinic, Pediatric Surgery Clinic, Pediatric Clinic-KCRC, Pediatric Clinic-Northridge (Ambulatory)
- EP22EO Figure 58.** Pain Care: Pediatric Clinic-Orange, Pediatric Clinic-Primary Care Center, Pediatric Specialty Clinics, Physical Medicine & Rehabilitation-Fontaine (Ambulatory)
- EP22EO Figure 59.** Pain Care: Pituitary Clinic, Plastic Surgery Clinic, Preadmission Evaluation & Testing Center, Prosthetics & Orthotics (Ambulatory)
- EP22EO Figure 60.** Pain Care: Pulmonary Clinic-Primary Care Center, Radiation Oncology Clinic-Cancer Center, Radiation Oncology Clinic-Moser, Rheumatology Clinic (Ambulatory)
- EP22EO Figure 61.** Pain Care: Spine Center-Fontaine, Sports Orthopedics Clinic, Surgery Clinic, Surgical Oncology Clinic (Ambulatory)
- EP22EO Figure 62.** Pain Care: Teen Health Center, Thoracic Cardiovascular Clinic, Transplant Clinic-West Complex, University Medical Associates (Ambulatory)
- EP22EO Figure 63.** Pain Care: University Physicians-Charlottesville, University Physicians-Jefferson Area Board for Aging, University Physicians-Orange, Urology Clinic (Ambulatory)
- EP22EO Figure 64.** Pain Care: Women’s Continenence & Pelvic Surgery Clinic (Ambulatory)

**EP23EO- Unit- or clinic-level Patient Satisfaction data (related to nursing care) outperform the mean of the national database used**

**EP23EO Narrative** .....286-375  
**EP23EO Figures**

Care Coordination: “Staff worked together”

**EP23EO Figure 1.** Care Coordination: Adult Critical Care – CCU, MICU, NNICU, STBICU, TCVPO (Inpatient)



- EP23EO Figure 2.** Care Coordination: 3 Central, 3 East, 3 West, Short Stay (Inpatient)
- EP23EO Figure 3.** Care Coordination: 4 Central, 4 East, 4 West (Inpatient)
- EP23EO Figure 4.** Care Coordination: 5 Central, 5 West, 8 West, The Women's Place (Inpatient)
- EP23EO Figure 5.** Care Coordination: 6 Central, 6 East, 6 West (Inpatient)
- EP23EO Figure 6.** Care Coordination: 7 Acute, Neonatal ICU, Pediatric ICU (Inpatient Pediatrics)
- EP23EO Figure 7.** Care Coordination: 5 East (Inpatient Psychiatry)
- EP23EO Figure 8.** Care Coordination: Emergency Department
- EP23EO Figure 9.** Care Coordination: Endoscopy/Bronchoscopy, Outpatient Surgery Center (Ambulatory Surgery)
- EP23EO Figure 10.** Care Coordination: Gyn-Onc Clinic, Hem-Onc Clinic, Infusion Procedural Center, Surgical Oncology (Ambulatory Medicine)
- EP23EO Figure 11.** Care Coordination: Neuroradiology, Outpatient Dialysis (Outpatient Services)
- EP23EO Figure 12.** Care Coordination: Adult Neurology Clinic, Allergy Clinic, Breast Clinic, Cardiology Clinic (Ambulatory Medicine)
- EP23EO Figure 13.** Care Coordination: Colonnades Clinic, Comprehensive Epilepsy Program, Dentistry Pediatric Clinic, Dermatology Clinic (Ambulatory Medicine)
- EP23EO Figure 14.** Care Coordination: Developmental Pediatric Clinic, Diabetes Education/Management Program, Digestive Health Center, Endocrine Clinic (Ambulatory Medicine)
- EP23EO Figure 15.** Care Coordination: Family Medicine Clinic, Hand Center, Infectious Disease Clinic, Internal Medicine (Ambulatory Medicine)
- EP23EO Figure 16.** Care Coordination: Jefferson Area Board for Aging, Midlife Health Center, Nephrology Clinic, Neurosurgery Clinic (Ambulatory Medicine)
- EP23EO Figure 17.** Care Coordination: OB/GYN Clinic, Ophthalmology Clinic, Orthopedic Clinic, Otolaryngology Clinic (Ambulatory Medicine)
- EP23EO Figure 18.** Care Coordination: Pain Management Clinic, Pediatric Cardiology Clinic, Pediatric Clinic, Pediatric Endocrine Clinic (Ambulatory Medicine)
- EP23EO Figure 19.** Care Coordination: Pediatric Genetics Clinic, Pediatric Hem-Onc Clinic, Pediatric Ortho Clinic, Pediatric Specialty Clinic (Ambulatory Medicine)
- EP23EO Figure 20.** Care Coordination: Pediatric Surgery Clinic, Physical Medicine and Rehabilitation, Pituitary Clinic, Plastic Surgery Clinic (Ambulatory Medicine)
- EP23EO Figure 21.** Care Coordination: Preanesthesia Evaluation and Testing Center, Pulmonary Clinic, Regional Primary Care, Rheumatology Clinic (Ambulatory Medicine)



**EP23EO Figure 22.** Care Coordination: Spine Center, Sports Orthopedics Clinic, Surgery Clinic, Thoracic Cardiovascular Clinic (Ambulatory Medicine)

**EP23EO Figure 23.** Care Coordination: University Medical Associates, University Physicians-Charlottesville, University Physicians-Orange, Urology Clinic (Ambulatory Medicine)

**EP23EO Figure 24.** Care Coordination: Transplant Clinic

Courtesy and Respect: “Friendliness/Courtesy of the Nurses”

**EP23EO Figure 25.** Courtesy and Respect: Adult Critical Care – CCU, MICU, NNICU, STBICU, TCVPO (Inpatient)

**EP23EO Figure 26.** Courtesy and Respect: 3 Central, 3 East, 3 West, Short Stay (Inpatient)

**EP23EO Figure 27.** Courtesy and Respect: 4 Central, 4 East, 4 West (Inpatient)

**EP23EO Figure 28.** Courtesy and Respect: 5 Central, 5 West, 8 West, The Women’s Place (Inpatient)

**EP23EO Figure 29.** Courtesy and Respect: 6 Central, 6 East, 6 West (Inpatient)

**EP23EO Figure 30.** Courtesy and Respect: 7 Acute, Neonatal ICU, Pediatric ICU, (Inpatient Pediatrics)

**EP23EO Figure 31.** Courtesy and Respect: 5 East Psychiatry (Inpatient)

**EP23EO Figure 32.** Courtesy and Respect: Emergency Department

**EP23EO Figure 33.** Courtesy and Respect: Endoscopy/Bronchoscopy, Outpatient Surgery Center (Ambulatory Surgery)

**EP23EO Figure 34.** Courtesy and Respect: Gynecology-Oncology Clinic, Hematology-Oncology Clinic, Infusion Procedural Center, Surgical Oncology (Ambulatory Medicine)

**EP23EO Figure 35.** Courtesy and Respect: Outpatient Dialysis (Outpatient Services)

**EP23EO Figure 36.** Courtesy and Respect: Adult Neurology Clinic, Allergy Clinic, Breast Clinic, Cardiology Clinic (Ambulatory Medicine)

**EP23EO Figure 37.** Courtesy and Respect: Colonnades Clinic, Comprehensive Epilepsy Program, Dentistry Peds Clinic, Dermatology Clinic (Ambulatory Medicine)

**EP23EO Figure 38.** Courtesy and Respect: Developmental Pediatric Clinic, Diabetes Education/Management Program, Digestive Health Center, Endocrine Clinic (Ambulatory)

**EP23EO Figure 39.** Courtesy and Respect: Family Medicine Clinic, Hand Center, Infectious Disease Clinic, Internal Medicine (Ambulatory Medicine)

**EP23EO Figure 40.** Courtesy and Respect: Jefferson Area Board for Aging, Midlife Health Center, Nephrology Clinic, Neurosurgery Clinic (Ambulatory Medicine)





- EP23EO Figure 41.** Courtesy and Respect: OB/GYN Clinic, Ophthalmology Clinic, Orthopedic Clinic, Otolaryngology Clinic (Ambulatory Medicine)
- EP23EO Figure 42.** Courtesy and Respect: Pain Management Clinic, Pediatric Cardiology Clinic, Pediatric Clinic, Pediatric Endocrine Clinic (Ambulatory Medicine)
- EP23EO Figure 43.** Courtesy and Respect: Pediatric Genetics Clinic, Pediatric Hem-Onc Clinic, Pediatric Ortho Clinic, Pediatric Specialty Clinic (Ambulatory Medicine)
- EP23EO Figure 44.** Courtesy and Respect: Pediatric Surgery Clinic, Physical Medicine and Rehabilitation, Pituitary Clinic, Plastic Surgery Clinic (Ambulatory Medicine)
- EP23EO Figure 45.** Courtesy and Respect: Preanesthesia Evaluation and Testing Center, Pulmonary Clinic, Regional Primary Care, Rheumatology Clinic (Ambulatory Medicine)
- EP23EO Figure 46.** Courtesy and Respect: Spine Center, Sports Orthopedics Clinic, Surgery Clinic, Thoracic Cardiovascular Clinic (Ambulatory Medicine)
- EP23EO Figure 47.** Courtesy and Respect: University Medical Associates, University Physicians-Charlottesville, University Physicians-Orange, Urology Clinic (Ambulatory Medicine)

**Responsiveness: “Our Sensitivity to Patients’ Needs”**

- EP23EO Figure 48.** Responsiveness: Adult Critical Care – CCU, MICU, NNICU, STBICU, TCVPO (Inpatient)
- EP23EO Figure 49.** Responsiveness: 3 Central, 3 East, 3 West, Short Stay (Inpatient)
- EP23EO Figure 50.** Responsiveness: 4 Central, 4 East, 4 West (Inpatient)
- EP23EO Figure 51.** Responsiveness: 5 Central, 5 West, 8 West, The Women’s Place (Inpatient)
- EP23EO Figure 52.** Responsiveness: 6 Central, 6 East, 6 West (Inpatient)
- EP23EO Figure 53.** Responsiveness: 7 Acute, Neonatal ICU, Pediatric ICU, (Inpatient Pediatrics)
- EP23EO Figure 54.** Responsiveness: Emergency Department
- EP23EO Figure 55.** Responsiveness: Gynecology-Oncology Clinic, Hematology-Oncology Clinic, Infusion Procedural Center, Surgical Oncology (Ambulatory Medicine)
- EP23EO Figure 56.** Responsiveness: Neuroradiology, Outpatient Dialysis, Radiation Oncology (Outpatient Services)
- EP23EO Figure 57.** Responsiveness: Adult Neurology Clinic, Allergy Clinic, Breast Clinic, Cardiology Clinic (Ambulatory Medicine)
- EP23EO Figure 58.** Responsiveness: Colonnades Clinic, Comprehensive Epilepsy Program, Dentistry Pediatric Clinic, Dermatology Clinic (Ambulatory Medicine)



- EP23EO Figure 59.** Responsiveness: Developmental Pediatric Clinic, Diabetes Education/Management Program, Digestive Health Center, Endocrine Clinic (Ambulatory)
- EP23EO Figure 60.** Responsiveness: Family Medicine Clinic, Hand Center, Infectious Disease Clinic, Internal Medicine (Ambulatory Medicine)
- EP23EO Figure 61.** Responsiveness: Jefferson Area Board for Aging, Midlife Health Center, Nephrology Clinic, Neurosurgery Clinic (Ambulatory Medicine)
- EP23EO Figure 62.** Responsiveness: OB/GYN Clinic, Ophthalmology Clinic, Orthopedic Clinic, Otolaryngology Clinic (Ambulatory Medicine)
- EP23EO Figure 63.** Responsiveness: Pain Management Clinic, Pediatric Cardiology Clinic, Pediatric Clinic, Pediatric Endocrine Clinic (Ambulatory Medicine)
- EP23EO Figure 64.** Responsiveness: Pediatric Genetics Clinic, Pediatric Hematology-Oncology Clinic, Pediatric Orthopedic Clinic, Pediatric Specialty Clinic (Ambulatory Medicine)
- EP23EO Figure 65.** Responsiveness: Pediatric Surgery Clinic, Physical Medicine and Rehabilitation, Pituitary Clinic, Plastic Surgery Clinic (Ambulatory Medicine)
- EP23EO Figure 66.** Responsiveness: Preanesthesia Evaluation and Testing Center, Pulmonary Clinic, Regional Primary Care, Rheumatology Clinic (Ambulatory Medicine)
- EP23EO Figure 67.** Responsiveness: Spine Center, Sports Orthopedics Clinic, Surgery Clinic, Thoracic Cardiovascular Clinic (Ambulatory Medicine)
- EP23EO Figure 68.** Responsiveness: University Medical Associates, University Physicians-Charlottesville, University Physicians-Orange, Urology Clinic (Ambulatory Medicine)
- EP23EO Figure 69.** Responsiveness: Transplant Clinic

Safety: "Safety/Security of Hospital/Practice"

- EP23EO Figure 70.** Safety: 3 East, 3 West, Short Stay (Inpatient)
- EP23EO Figure 71.** Safety: 4 Central, 4 East, 4 West (Inpatient)
- EP23EO Figure 72.** Safety: 5 Central, 5 West, 8 West, The Women's Place (Inpatient)
- EP23EO Figure 73.** Safety: 6 Central, 6 East, 6 West (Inpatient)
- EP23EO Figure 74.** Safety: 7 Acute, Neonatal ICU, Pediatric ICU, (Inpatient Pediatrics)
- EP23EO Figure 75.** Safety: 5 East (Inpatient Psychiatry)
- EP23EO Figure 76.** Safety: Gynecology-Oncology Clinic, Hematology-Oncology Clinic, Infusion Procedural Center, Surgical Oncology Clinic (Ambulatory Medicine)
- EP23EO Figure 77.** Safety: Neuroradiology (Outpatient Services)
- EP23EO Figure 78.** Safety: Adult Neurology Clinic, Allergy Clinic, Breast Clinic, Cardiology Clinic (Ambulatory Medicine)



- EP23EO Figure 79.** Safety: Colonnades Clinic, Comprehensive Epilepsy Program, Dermatology Clinic, Developmental Pediatric Clinic (Ambulatory Medicine)
- EP23EO Figure 80.** Safety: Diabetes Education/Management Program, Digestive Health Center, Endocrine Clinic, Family Medicine Clinic (Ambulatory Medicine)
- EP23EO Figure 81.** Safety: Hand Center, Infectious Disease Clinic, Internal Medicine, Jefferson Area Board for Aging (Ambulatory Medicine)
- EP23EO Figure 82.** Safety: Midlife Health Center, Nephrology Clinic, Neurosurgery Clinic, OB/GYN Clinic (Ambulatory Medicine)
- EP23EO Figure 83.** Safety: Ophthalmology Clinic, Orthopedic Clinic, Otolaryngology Clinic, Pain Management Clinic (Ambulatory Medicine)
- EP23EO Figure 84.** Safety: Pediatric Cardiology Clinic, Pediatric Clinic, Pediatric Diabetes Clinic, Pediatric Endocrine Clinic (Ambulatory Medicine)
- EP23EO Figure 85.** Safety: Pediatric Genetics Clinic, Pediatric Hematology-Oncology Clinic, Pediatric Orthopedic Clinic, Pediatric Specialty Clinic (Ambulatory Medicine)
- EP23EO Figure 86.** Safety: Pediatric Surgery Clinic, Physical Medicine and Rehabilitation, Pituitary Clinic, Plastic Surgery Clinic (Ambulatory Medicine)
- EP23EO Figure 87.** Safety: Preanesthesia Evaluation and Testing Center, Pulmonary Clinic, Regional Primary Care, Rheumatology Clinic (Ambulatory Medicine)
- EP23EO Figure 88.** Safety: Spine Center, Sports Orthopedics Clinic, Surgery Clinic, Thoracic Cardiovascular Clinic (Ambulatory Medicine)
- EP23EO Figure 89.** Safety: University Medical Associates, University Physicians-Charlottesville, University Physicians-Orange, Urology Clinic (Ambulatory Medicine)



## New Knowledge, Innovations & Improvements

### NK1EO- The organization supports the advancement of nursing research

#### NK1EO Narrative ..... 1-8

**Example:** Comparing ATP results in disposable ECG Cables vs. non-disposable ECG cables in the post-operative cardiovascular pediatric patient (IRB-HSR #16107)

#### NK1EO Tables

NK1EO Table 1. Participants

#### NK1EO Figures

NK1EO Figure 1. ATP Count on Disposable ECG Lead Wires, POD Days 1, 2 and 3

#### NK1EO References

- APIC (2008). *Guide for the Prevention of Mediastinitis Surgical Site infections following cardiac surgery*.  
([http://www.apic.org/Resource\\_/EliminationGuideForm/a994706c-8e6c-4807-b89a-6a7e6fb863dd/File/APIC-Mediastinitis-Elimination-Guide.pdf](http://www.apic.org/Resource_/EliminationGuideForm/a994706c-8e6c-4807-b89a-6a7e6fb863dd/File/APIC-Mediastinitis-Elimination-Guide.pdf))
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- Hygiene Inc. SystemSUREII ATP Hygiene Monitoring System: Rapid and Simple solutions for Hygiene testing. (<http://www.hygiene.net/docs/systemsureii.pdf>) Accessed September 2, 2013.
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## **NK2- Nurses disseminate the organization's nursing research findings to internal and external audiences.**

### **NK2 Narrative**.....9-14

**Example 1:** Internal audience dissemination: Evidence Based Practice Symposium - Does patient proximity to the nurses' station reduce falls? (IRB-HSR #16667)

**Example 2:** External audience dissemination through external conference presentation and publication: Do Nurse-Driven Strategies Improve Pneumococcal Vaccination Rates in Adults Cared for in a Heart and Vascular Clinic? (IRB-HSR #16031)

### **NK2 Exhibits**

**Exhibit NK2.a:** 2014 Evidence-Based Practice Symposium Agenda and Poster List

**Exhibit NK2.b:** Spicer Poster-Falls and Nurse Station Proximity

**Exhibit NK2.c:** EBPS Virtual Gallery Screenshot

**Exhibit NK2.d:** 2014 EBPS Attendance Roster

**Exhibit NK2.e:** Pneumococcal Vaccination Poster

**Exhibit NK2.f:** 2014 VHHA Patient Safety Summit Poster Display List

**Exhibit NK2.g:** PCNA Symposium Program Excerpt

### **NK2 Tables**

**NK2 Table 1.** Participants in Falls/Proximity Research Team

**NK2 Table 2.** Participants in Pneumococcal Vaccination Research Team

### **NK2 References**

CDC. (2011). General recommendations on immunization: recommendations of the Advisory Committee on Immunization Practices [ACIP]. *MMWR* 2011;60(RR02); 1-60.  
(<http://www.cdc.gov/mmwr/preview/mmwrhtml/rr6002a1.htm>)

## **NK3- Clinical nurses evaluate and use evidence-based findings in their practice**

### **NK3 Narrative**..... 15-20

**Example 1:** New Practice: Gum Chewing to Prevent Ileus

**Example 2:** Practice: Therapeutic Hypothermia and Intravascular Temperature Management (IVTM) — Revision: Expansion beyond Coronary Care, Medical ICU and Neuro ICU Patients from pre-hospital arrests to include in-house cardiac arrest patients

### **NK3 Exhibits**

**Exhibit NK3.a:** Gum Chewing Literature Review

**Exhibit NK3.b:** 112613 CPC Minutes

**Exhibit NK3.c:** 012314 ACSC Minutes

**Exhibit NK3.d:** 12/2013 Practice News

**Exhibit NK3.e:** 041114 UVA Connect Gum Chewing Article

**Exhibit NK3.f:** TTM Order Set Overview



**Exhibit NK3.g:** TTM RN Champions Training Slides

**Exhibit NK3.h:** TTM RN Champions Training Email

**NK3 Tables**

**NK3 Table 1.** Participants in Gum Chewing Practice Initiative

**NK3 Table 2.** Participants in TTM Work Group

**NK3 Figures**

**NK3 Figure 1.** Intravascular Therapeutic Temperature Management Received, 2012-2013

**NK3 References**

Field JM, Hazinski MF, Sayre MR, Chameides L, Schexnayder SM, Hemphill R, Samson RA, Kattwinkel J, Berg RA, Bhanji F, Cave DM, Jauch EC, Kudenchuk PJ, Neumar RW, Peberdy MA, Perlman JM, Sinz E, Travers AH, Berg MD, Billi JE, Eigel B, Hickey RW, Kleinman ME, Link MS, Morrison LJ, O'Connor RE, Shuster M, Callaway CW, Cucchiara B, Ferguson JD, Rea TD, Vanden Hoek TL. Part 1: Executive Summary: 2010 American Heart Association Guidelines for Cardiopulmonary Resuscitation and Emergency Cardiovascular Care. *Circulation*. 2010;122(suppl 3):S640 –S656.

**NK4EO- Innovation in nursing is supported and encouraged.**

**NK4EO Narrative** .....21-29

**Example 1:** Innovation: Non-Nutritive Suck and Cue-Based Feedings instead of scheduled feedings in the Newborn Intensive Care Unit

**Example 2:** Innovation: Chlorhexidine Bathing to Reduce Catheter-Associated Urinary Tract Infections

**NK4EO Tables**

**NK4EO Table 1.** Participants, Cue-Based Feeding Initiative

**NK4EO Table 2.** Participants, CHG Bathing Initiative

**NK4EO Figures**

**NK4EO Figure 1.** NICU Length of Stay In Days, 2q12-2q13

**NK4EO Figure 2.** Catheter-Associated Urinary Tract Infections 1Q12-1Q14

**NK5EO- Nurses are involved with the design and implementation of technology to enhance the patient experience and nursing practice.**

**NK5EO Narrative** .....30-36

**Example 1:** Nursing Practice: Implementation of Smartphones to Enhance Interprofessional Communication in Adult Acute Care Medicine

**Example 2:** Patient Experience: Implementation of Nursing Telehealth in the care of heart failure patients

**NK5EO Tables**

**NK5EO Table 1.** Participants, SmartPhone Pilot

**NK5EO Table 2.** Participants, Establishing Heart Health At Home Telehealth



**NK5EO Figures**

**NK5EO Figure 1.** 3 West Nurses' Response to Communication Questionnaire

**NK5EO Figure 2.** UHC Heart Failure 30-Day Readmission Rate (All Cause, 3Q12-4Q13)

**NK5EO References**

The Joint Commission (2007). *Improving American's Hospitals: The Joint Commission's Annual Report on Quality and Safety 2007*. p46. ([http://www.jointcommission.org/assets/1/6/2007\\_Annual\\_Report.pdf](http://www.jointcommission.org/assets/1/6/2007_Annual_Report.pdf))

**NK6EO- Nurses are involved in the design and implementation of work flow improvements and space design to enhance nursing practice.**

**NK6EO Narrative** .....37-41

**Example:** Work Flow: Orthopedic Surgery First Start Cases

**NK6EO Tables**

**NK6EO Table 1.** Participants, Orthopedic Surgery First Case Timely Start

**NK6EO Figures**

**NK6EO Figure 1.** First Case On-Time Starts: Elective Orthopedic Cases, 1/2012-12/2012