




HCA  Houston Healthcare[®]
Northwest

Partially physician-owned to be invested in your care

Annual Nursing Report

2020

HCA  Houston Healthcare Northwest

← PATIENT & VISITOR PARKING   → EMERGENCY
→ ER PATIENT & VISITOR PARKING 

Above all else, we are committed to the care and improvement of human life.

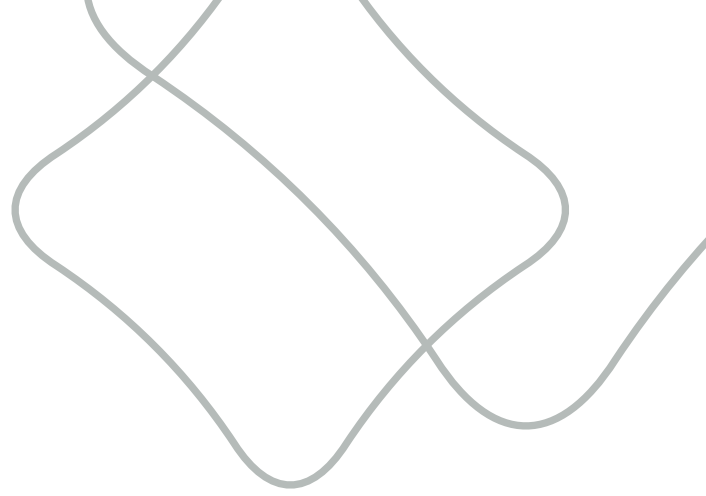
In pursuit of our mission, we stand by the following value statements:

We recognize and affirm the unique and intrinsic worth of each individual.

We treat all we serve with compassion and kindness.

We trust our colleagues as valuable members of our healthcare team and pledge to treat one another with loyalty, respect and dignity.

We act with absolute honesty, integrity and fairness in the way we conduct our business and the way we live our lives.



Editorial Committee

Jeffrey Mills MBA, BSN, RN, NEA-BC
Chief Nursing Officer

MaryClaire Dangel-Palmer, DNP, RN, CRNA, FACHE
Assistant Chief Nursing Officer

Nancy Carey MSN, RN, NE-BC
Director, Magnet Program

Hughetta Leavall
Executive Assistant

The Editorial Committee dedicates this year's Annual Report to our clinical colleagues at HCA Houston Healthcare Northwest.

You showed our community how we Care Like Family and thrived with us during the second year of the COVID-19 pandemic.

It is because of you we are successful today!

TABLE OF CONTENTS

Introduction

- 4 Mission, Vision, Values
- 5 A Message from the Chief Nursing Officer

Transformational Leadership

- 6 Strategic Plan
- 8 Our Colleague Statistics
- 10 Leadership Growth/Advancements
- 16 Our Growth Programs

Structural Empowerment

- 20 Community and Internal Leadership
- 21 Certified Colleagues
- 25 DAISY Program
- 32 TULIP Program
- 36 StaRN / StaRN+ Programs
- 38 Hospital Acquired Infection Reduction Project

Exemplary Professional Practice

- 40 ANCC Magnet Model
- 41 Gulf Coast Division Professional Practice Model
- 42 Nursing Excellence Survey
- 43 NDNQI - Nurse Sensitive Indicators
- 44 Good Samaritan Foundation Excellence In Nursing Recipients
- 46 Bariatric Program
- 48 Trauma Quality Improvement
- 51 Chest Pain Program
- 54 Great Catch

New Knowledge, Innovation, and Improvements

- 54 COVID-19
- 56 Neurovascular Intensive Care Unit
- 57 Organ Donor Council
- 58 Capital Purchases
- 59 Research Projects

A Message from Jeff Mills HCA Houston Northwest Chief Nursing Officer



Dear Colleagues,

Thank you very much for confirming and supporting my admittedly biased position I shared last year. HCA Houston Northwest delivers exceptional care to our patients and our community, and we excel at collaborating to improve our hospital and how we care for our patients. Throughout 2021 we adopted several practices to help us coordinate and provide care more efficiently. We discovered the joy of NASH and now use this tool to share information that allows us to reduce infections, communicate issues, and ensure our patients can return to their homes as quickly as possible. Our Rapid Response Team expanded their skills and we began offering additional vascular access services to reduce central lines. Using dedicated nursing funds which all hospitals received, we rallied the Nurse Practice Council to help our leaders determine which needs were at the top of our priority list—creating the most significant improvement in our frontline nurses' days.

I could not be more proud of the progress we have made on our patient's perception of the care provided to them, for they are the reason that we are here and the reason that we dedicated our lives to caring for people. We began the year establishing a foundation. Each of you has honed how you communicate with our patients to ensure we care for them like we would care for members of our family. I look forward to seeing our facility reach best-in-class care experience scores across each survey area. Please remember the overwhelming majority of the survey focuses on communicating with our patients.

Finally, I LOVE the way our team enjoys teaching student clinicians! We hold this true across all disciplines and all departments. As evidence of this unique culture, we can recruit and bring many of the students that perform clinicals within our walls onto our team to further our mission and enhance the strength of the Northwest team. Thank you for helping me realize my aspiration for Northwest as being THE PLACE where clinicians come to learn to practice and grow further than they believe possible because of the support our team provides. Team Northwest is just getting warmed up and I look forward to seeing where we will be in five years!

A handwritten signature in black ink that reads "Jeff Mills, Jr." The signature is fluid and cursive, with a large initial "J" and "M".

Jeff Mills MBA, BSN, RN, NEA-BC
HCA Houston Northwest
Chief Nursing Officer

Strategic Plan

Eliminate Harm & Mitigate Organizational Risk

- Integrate NASH technology into Safety Huddle
- Improve, Validate, & Sustain Hand Hygiene Practices
- Reduce & Address Inappropriate Devices Daily
- Assure & Validate Care for Site & Dressings
- Implement Bladder Management Program (BMP)

Optimize Care Effectiveness & Efficiency

- Alignment to Standardized Nursing Staffing Grids
- Expand Enhanced Surgical Recovery protocol and interventions to all service lines
- Execute & hardwire processes to hire RNs to core:
 - Requisition to Core & Hire Ahead
- Execute & hardwire processes to staff RNs to target:
 - Staff to Commitment at Scheduled Posting and at Pay Period End
- Optimize and hardwire Nurse Leader Rounding within all hospitals

Elevate Care Experience & Care Team Engagement

- **Implement & Hardwire Evidenced-Based Tactics**
 - New Graduate Residency
 - Competency based orientation
 - Clinical Nurse Coordinator Model Execution
 - Employee rounding
- **Clinical Nurse Coordinator Model Execution:**
 - Restructure Nursing Leadership Organization
 - Create Career Pathways
 - Improve Span of Control
- **Execute Donna Wright Competency & Assessment Model**
- **Implement Competency Based Staged Orientation**



Our Colleagues



1,271

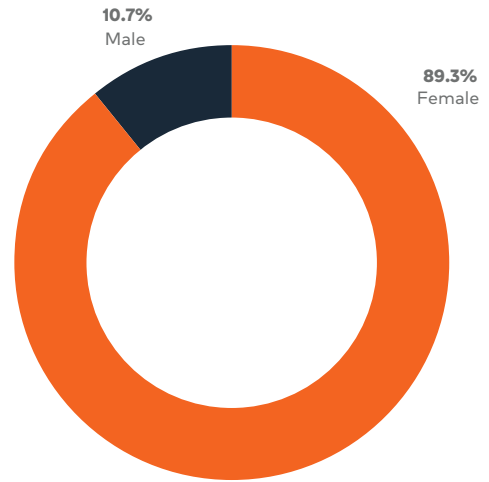
Colleagues



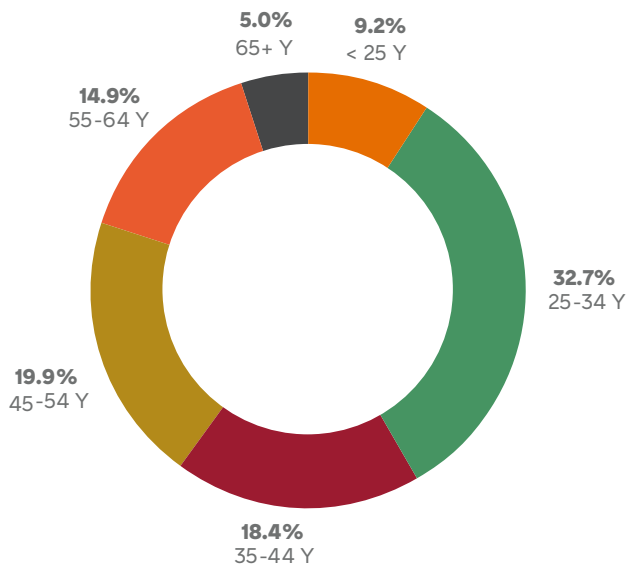
525

Nurses (Registered Nurses, Direct Care, Full-Time and Part-Time)

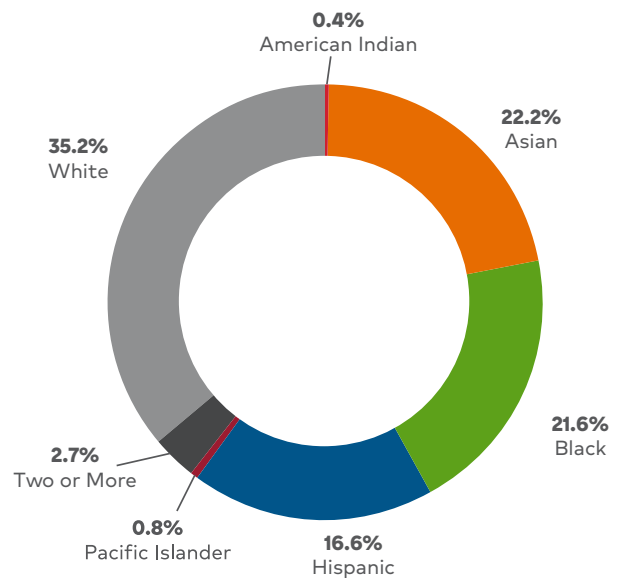
Nursing Colleagues by Gender



Nursing Colleagues by Generations



Nursing Colleagues by Ethnicity



Our Care

HCA Houston Healthcare Northwest is committed to the care and improvement of human life within our community.



423

licensed beds



14,783

inpatient admissions



2,898

outpatient surgeries



56,758

emergency room visits

Category	2020	2021	% Change
Admissions	15,034	14,783	1.7% ↓
Trauma Activations	1,517	1,559	2.8% ↑
Inpatient Surgeries	3,071	3,662	19.2% ↑
Outpatient Surgeries	2,770	2,898	4.6% ↑
Deliveries	3,162	3,106	1.8% ↓
Neonatal ICU Admissions	332	319	3.9% ↓
Cath Lab Procedures	5,108	7,898	54.6% ↑
ED Visits	58,527	56,758	3.0% ↓

Leadership Growth and Advancement

MaryClaire Dangel-Palmer DNP, RN, CRNA, FACHE, was named Assistant Chief Nursing Officer of HCA Houston Healthcare Northwest effective January 25, 2021. MaryClaire will continue to advance the nursing strategic plan, drive high quality patient care, and support the Journey to Magnet Excellence.

MaryClaire has a passion for growth. As a member of a leadership team that opened a new concept hospital in Detroit, she developed patient flow, hospital policies, hired department leaders, and accomplished initial certifications. She completed multiple building and service expansions as Chief Nursing Officer in Atlanta. In her current role at Northwest she continues to support the rapid growth of neurosurgery, ortho/neuro spine, and vascular surgical service lines.

MaryClaire and husband Tim have five children and nine grandchildren. Currently empty nesters, they have two Sheltie puppies that fill the void!



MaryClaire Dangel-Palmer
DNP, RN, CRNA, FACHE



Nakia McMullen
JD, MBA, BSN, RN, CPHQ, CPPS, LSSYB

Nakia has been with the Northwest family for almost three years and has contributed to the success of our culture of safety. In her new role as Vice President of Quality her passion for patient advocacy and safety will continue to pave a path of ensuring that our Clinical Safety Improvement Program (CSIP).

Nakia has more than 20 years of healthcare experience which includes Quality Management and Patient Safety. She earned a Bachelor's of Science degree in Nursing from the University of Alabama, a Juris Doctor from the Birmingham School of Law, and a Masters of Business Administration from UAB's Collat School of Business. In the role of VPQ she will continue to strengthen our quality program and drive clinical excellence.

Nakia is the proud mom of two daughters and enjoys family time and traveling in her free time.

Melanie Aluotto, MSN, RN, CEN, NEA-BC, TCRN joined the Northwest family as the Administrative Director, Emergency Services. She has more than 20 years of experience in emergency nursing. She graduated from Blinn College with an associate's degree and began her career as a new graduate nurse in a trauma center in Bryan, Texas. She was the first certified Sexual Assault Nurse Examiner in Brazos County and helped to build an Emergency Nurses Association (ENA) chapter in the area. In her eight years at the trauma center she worked as an emergency nurse and later as Trauma Coordinator before moving to Houston. Melanie worked in Tomball for three years as a Dedicated Charge Nurse (DCN) before accepting a Clinical Manager role. As an advocate for lifelong learning, she obtained her Bachelor's and Master's degree from the University of Texas at Arlington. Melanie was promoted to Director of Emergency and Observation Services where she oversaw the adult and pediatric emergency centers as well as the observation unit, emergency management, occupational medicine, infusion center, and stepdown COVID unit. She helped build a trauma program, lead them through Magnet recertification, Texas Award for Performance Excellence (TAPE), comprehensive stroke and chest pain certification.



Melanie Aluotto
MSN, RN, CEN, NEA-BC, TCRN

Melanie is passionate about advancing the profession and care of emergency nursing and has served in various leadership roles in Emergency Nurses Association (ENA). She has served at the local and state level including serving as the 2019 state President.

Melanie attended National Day on the Hill in Washington, D.C. to advocate for legislature on workplace violence and pediatric care. She helped to write and pass legislation that placed the first nurses on the Governor's Emergency and Trauma Committee (GETAC) in 2019.

Melanie lives in Cypress with her husband Alyn. She has three adult children, Tristan, Bailey, and Kaitlyn. She enjoys crafts, photography, travelling, and spending time with friends and family.



Calvin Posley
MSHSA, BSN, RN

Calvin Posley MSHSA, BSN, RN joined HCA Houston Northwest May 10, 2021, as Administrative Director Surgical and Cardiovascular Services. Prior to joining HCA Houston Northwest, Calvin serviced as Service Line Director of Cardiovascular/Neurosciences at the University of Missouri-MU Health Care. Calvin has 20 years of health care experience inclusive of strategic planning, clinical operations, service line administration, and growth.

Calvin has expertise in executive operations of heart and vascular programs, emergency services, neurology and neurosurgery services, general clinical operations, and outpatient and procedural programs. He has experience in navigating and leading teams through organizational change and expansion.

Calvin obtained a Master of Science in Health Service Administration from Strayer University, a Bachelor of Science in Nursing from Tuskegee University, and a Bachelor of Science in Psychology from Tougaloo College.

Esther Martinez BSN, RN has been promoted to the Director of the Emergency Department. She began working with Houston Northwest Emergency Group in 2008 as the Administrative Assistant for the Emergency Services Medical Director. During this time, she was fortunate to work with various department leaders and administration at Houston Northwest Medical Center. She began her nursing education at Lone Star College System in 2011 while still working for Houston Northwest Emergency Group. In 2013, she graduated with her Associates Degree in Nursing and began her nursing career in the Emergency Department with HCA Northwest through the Versant Nurse Residency program. In 2014 Esther became full-time ER Charge Nurse and was promoted to ER Nursing Supervisor in 2019. Esther obtained her Bachelors of Science in Nursing from University of Texas at Arlington in 2019. She was later promoted to ED manager in 2020.

Esther has a passion for emergency nursing and has helped other HCA facilities set up their ED for success. Esther is currently enrolled in an MSN program and is preparing for her certification in emergency nursing. Esther lives in the Conroe area with her Husband, Jorge and her blended family of 5 adult sons. Esther enjoys repurposing furniture and fishing. Congratulations Esther! We are excited to see the positive impact you will have on our team.



Esther Martinez
BSN, RN



Martha Ronquillo
BSN, RN

Martha Ronquillo BSN, RN was promoted as the Director of Case Management in October. Martha is a graduate of Prairie View A&M University. She started her nursing career with Houston Northwest in 2012 as Med-Surg /Oncology nurse and has served in many hospital committees.

In 2015, Martha's ambition of wanting to learn more about patients and the post-acute side encouraged her to take on the role of Transitional Care Coordinator. She worked closely with patients, nursing and case management to eliminate gaps in care and to improve the continuum of care for our patients and their families.

Martha joined our Case Management team in 2018 and has been a valuable resource, preceptor, and has a good rapport with our medical staff. She is very goal oriented and works with the multidisciplinary team to keep our length of stay down while providing safe and cost effective care to our patients.

On a personal note, she is a wife and a mother of four children. She enjoys the outdoors, travel, and the Houston Astros. Whether just being at home or taking on a new adventure, Martha loves spending time with her family.

Tricia Wren Watson, MSN, RN, RNC-OB, C-EFM has been named the Director of Women and Children's Services for HCA Houston Healthcare Northwest, effective January 31, 2021. Tricia obtained her Bachelors in Nursing from Dillard University and holds a Master's of Science in Nursing Administration from Western Governors University.

Tricia began her nursing career as a med-surgical nurse in New Orleans, LA in 1996. She moved to Houston after Hurricane Katrina and began her career at this facility on 2 Atrium. She transferred to Labor and Delivery in 2007 as a staff nurse and has served as the Nurse Manager for almost ten years.



Tricia Wren
MSN, RN, RNC-OB, C-EFM



Anayeli Zuniga-Perez
BS, RMA

Anayeli Zuniga Perez, B.S., RMA, has been named Director of Care Experience of HCA Houston Healthcare Northwest. Anayeli is an experienced clinical leader with a comprehensive understanding of compassionate patient care.

Anayeli is a proud Houstonian that earned her Associates degree of Art at Houston Community College. She completed her Bachelors of Science in Allied Health at Northwestern State University, for which she was honored to be on the Dean’s list.

She began her healthcare journey inpatient care as a patient care technician at a leading dialysis company. In the last seven years, she has mentored clinical healthcare professionals to utilize their greatest strengths to work together as a unified team. Alongside her team she was able to navigate through organizational changes, improve patient flow, boost patient education, and optimize EMR system to enhance productivity.

HCA’s standards for patient and employee care coincide with Anayeli’s fundamental beliefs. Humans should all be treated with compassion and respect. Therefore, she’s honored to be part of HCA Houston Health Northwest.

Anayeli is family-oriented. She is thankful to have such a big and wonderful extended family. Her immediate family consists of her husband and two growing teenage kids. They enjoy movie nights on Fridays. Also, Anayeli loves community activities; she has been a captain of the National Kidney Foundation Kidney walk for several years.

Shawna Belcher BSN, RN was appointed as Manager, Cardiac Cath Lab on September 27, 2021. Shawna has been a registered nurse for twenty-three years, with HCA for the last twelve. Shawna began with HCA at Conroe in the Cardiac Cath Lab and transferred to HCA Houston Northwest in 2019 to serve as the Chest Pain Coordinator. Shawna is looking forward to using her experience to lead our incredible Cath Lab team and growing our heart program.

Shawna obtained her Bachelors of Science in Nursing from Western Governors University and she is currently enrolled in their Masters in Nursing Science with a focus on Nursing Leadership and Management.

Shawna lives in Spring with her “crazy” one-year-old puppy and balances her home-work-school live as an empty nester. Her beautiful twenty-one-year-old daughter is following in her footsteps, attending nursing school in Austin. Shawna enjoys cooking, gardening, listening to vinyl records, anything outdoors, exercising and quality family time.



Shawna Belcher
BSN, RN



Stacye Breedlove
MSN, RN, CNOR

Stacye Breedlove MSN, RN, CNOR is the OR Nurse Manager at HCA Houston Healthcare Northwest. She started her nursing career in 2018 at HCA Houston Healthcare Cypress Fairbanks as a circulator in the operating room; transferring to HCA Houston Healthcare Northwest in 2019. Stacye obtained her Bachelor’s in Nursing from University of Texas at Arlington (2017), Master’s in Nursing with a concentration in Leadership and Administration from University of Texas Rio Grande Valley (2019). In addition, she holds the Certified Nurse OR (CNOR) certification.

Prior to nursing she was a litigation Paralegal for 20 years with a focus in Plaintiff’s Personal Injury and Criminal Defense. The last ten years of her career was spent as the Paralegal Supervisor for the Texas Department of Aging and Disability Services – Regulatory Services in Regions Four, Five, and Six.

Stacye is married with four adult children and one grandson. During her spare time, she enjoys traveling and hosting family gatherings.

Jennifer Gallardo BSN, RN, CRRN was appointed as the Manager for the Bariatric Program on August 15, 2021. Jennifer joins the team with twelve years of nursing experience, previously working in the Ambulatory Care Center for the past seven years. Jennifer's nursing background includes inpatient rehabilitation, surgical services, and the medical intensive care unit. Jennifer obtained her BSN from the University of Texas at Arlington.

She lives in Spring with her two year old son and her husband Jorge. Outside of work, she enjoys spending time with her family, volunteering with her church and preschool group, and traveling.



Jennifer Gallardo
BSN, RN, CRRN



Ricardo Peres
BSN, RN

Ric Peres received his Bachelor of Science with a major in Nursing from Texas Woman's University in May of 2013. His first two years of nursing began at Memorial Hermann-TMC in a 45-bed Med/Surg Tele Unit where he functioned as a Charge Nurse and Preceptor. Ric began his time at HCA Houston-Northwest in July of 2015 on 5-South and transferred to Surgical ICU the following year.

Ric has served as a Charge Nurse in the Surgical ICU and was part of the Rapid Response Team. He was recognized by his colleagues and awarded the DAISY Award for Nursing Excellence in January of 2020.

Ric is married with two beautiful girls aged 2 years and 3 months. In his spare time he enjoys cooking, bowling, and spending time with his girls.

Nicole Perry came to HCA Houston Healthcare Northwest team as our new Manager Clinical Informatics. Nicole joins us with 19 years of nursing experience and 31 years with HCA. She completed her BSN at the University of Texas Arlington. After 13 years with St. David's Medical Center (Austin, TX), Nicole moved to Houston and began working at HCA West Houston Medical Center as a Charge Nurse in the Nursery I/II and transitioned to The Woman's Hospital of Texas in NICU III as the Assistant Nurse Manager. During her time as Charge Nurse and Assistant Nurse Manager she volunteered as a super user for various Meditech, CPN, and CPOE (Computerized Provider Order Entry) roll outs.

Nicole joined Gulf Coast Division as a COE (Computerized Order Entry) nurse in 2018. This team was assembled as a temporary facility resource for the PatientKeeper CPOE deployment at multiple Gulf Coast Division facilities. In her spare time, she enjoys traveling and spending time with her family.



Nicole Perry
BSN, RN

Bridget Senanu Ofori PhD, RN was appointed to the role of Quality Resource Manager on June 20, 2021. She brings a wealth of knowledge and skills to HCA Houston Northwest. Previously Bridget was the Sepsis Program Coordinator for Northwest. Bridget has over twenty years of nursing experience, with the majority of her experience in critical care and education.

Briget has obtained her Bachelor of Science in Nursing, Master of Science in Nursing with an emphasis in critical care, and Doctor of Philosophy in Nursing from Wits University, South Africa with an focus on pain management in critically ill adult patients. She is a Fellow of the West African College of Nursing and the Ghana College of Nurses and Midwives.

Bridget is married to Edward and they have two daughters and a son. She enjoys spending time with her family , cooking, and reading.



Bridgette Ofori
PhD, RN



Jacqueline Trammell
JD, RN, RNC-OB

Jackie Trammell, JD, MBA, RNC-OB works in the Quality Department as the Patient Safety Manager at HCA Northwest where a culture of safety is at the forefront of every initiative. With extensive experience in nursing, she is passionate about doing the right thing every day. Jackie has been a nurse for 25 years and an Inpatient Obstetric Certified Nurse for the past 20 years. Prior to coming to the quality department, Jackie worked as a charge nurse on the mother/baby unit. She helped develop the Perinatal Butterfly Bereavement Program. In 2019, the unit received the Unit of Distinction Award from HCA, outperforming all other units in the company. Houston Chronicle recognized Jackie as one of the top 100 nurses in 2020. She also received a bronze award from The Good Samaritan Foundation the same year.

Jackie has a Bachelor's degree in Business Administration/Marketing and a Master's in Business Administration. She also earned a Juris Doctorate degree in 2018. Currently, Jackie is working on a Bachelor's degree in nursing. She believes in the nursing profession, education, and understands the impact nursing practice has on healthcare organizations.

Donna Villavasso (Edmond), BSN, RN, RNC-OB, C-EFM has been named manager of Labor and Delivery of our Women and Children's services for HCA Houston Healthcare Northwest effective May 7, 2021. Donna is a proud graduate of Dillard University where she received her Bachelor of Science in Nursing in 2003. Donna has always loved labor & delivery. She began her career on a very busy L&D unit as a volunteer and advanced through the ranking as their charge nurse before moving to Houston 7 years ago.

Donna is a native of New Orleans and LOVES the New Orleans Saints, Mardi Gras, Jazz Festival, crafting, traveling and having fun! Her friendly and energetic spirit can usually be seen around the hospital celebrating with our employees during their specialty week celebration with the Employee Advisory Group where she has served as one of the past leaders. You may have also noticed her trotting around in a tutu as she fundraised for the March of Dimes as Team Captain for the last few years. You may hear someone call her "Tee Donna" or "Momma Donna" around the unit due to her love and genuine spirit for kids and people. She also serves on several additional committees throughout the facility.

Donna and her husband Jon Pierre often insist their HCA Houston Healthcare facility is the best in the division, however, one thing is for sure, their 3 children, Maleah (21), Justin (17), Devyn (16) and 4 dogs (Beignet, Beaux, Poppy, and Lady Gaga) keep them busy and full of life.



Donna Villavasso
BSN, RN, RNC-OB, C-EFM

Growing Leaders

Gulf Coast Division Mentorship Program

In 2021, the Gulf Coast Division Diversity, Equity, and Inclusion Council rolled out its Leader Mentorship Program. The program is designed to connect colleagues in meaningful relationships with leadership members, and align with diversity, equity & inclusion efforts. Increasing the sense of belonging within the Division and further development of our colleagues for success is the expected outcome. There were 25 mentor-mentee teams selected from colleagues who participated in one of the eight GCD Colleague Networks.

A mentor is an individual who has professional and life experience and voluntarily agrees to help others develop skills, competencies, or goals. A mentee is an individual who has identified specific personal or professional goals and seeks the guidance and support of a mentor to help them achieve the goals. Mentoring teams met in person, via video chat, over the phone, and by email. MaryClaire Dangel-Palmer, ACNO, participated in the program as a mentor. As mentees, Kristen Eberly, Director Inpatient Surgical Services, and Donna Villavasso, Manager, Labor & Delivery, were paired with other senior leaders in the Division. The mentor-mentee program lasted about six months.

The mentoring relationship is a rewarding experience for both the mentee and the mentor. When surveyed, 86% of respondents stated the program met or exceeded their expectations.

Reference: GCD Mentorship Program Orientation 2021



Clinical Nurse Coordinator Certification Program

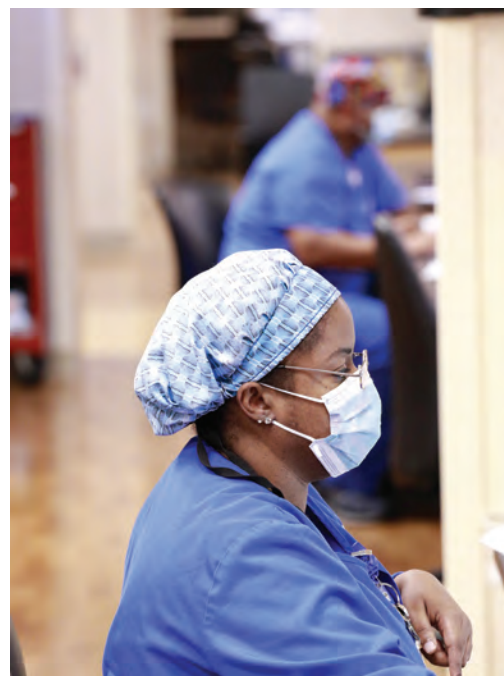
In today's ever-changing healthcare environment, resources must be aligned to support the most efficient, effective, and patient-centered care delivery. Healthcare leaders face managing increasingly complex healthcare made even more challenging by a growing shortage of nurses. When a change in leadership occurs, and there is an absent or weak pipeline of possible leaders to rise to the next level, a gap emerges that places the safety of the patient and the care they deserve at risk. An estimated 75% of nursing leaders will retire over the next few years. It is critical to accelerating efforts to develop the next generation of nursing leaders and prepare them to effectively drive how nursing practice will impact the future of healthcare.

HCA Healthcare senior nurse leaders identified gaps within the leadership pipeline, noting that a limited number of nurses were able and equipped to step into vital leadership roles. With the changing environment and a large number of retirements, it was evident that the development of leaders needed to be accelerated and that this development would have to begin at the front-line level. Nurses articulated the need for strong development programs to build confidence and prepare future nursing leaders for success.

The clinical nurse coordinator (CNC) leadership model is based on feedback throughout the organization. This program provides the needed resources and mentorship for front-line leaders. The goal of this program was to equip new leaders to lead in a way that promotes effective care delivery, engagement, and retention within the HCA Healthcare nursing workforce. The program reflects HCA Healthcare's commitment to investing in the development of our people at all levels.

To be successful, CNCs require essential leadership skills to lead their units, ensure exceptional patient care, and contribute to positive business outcomes. The Leadership Institute offers customized in-role leadership development programs to support nursing leaders throughout their careers at HCA Healthcare, such as the Charge Nurse Leadership Certificate and Leadership Essentials. Leadership Institute programming includes best-in-class live and self-study content, tools, resources, and exposure and experience opportunities to support our nursing leaders' growth and professional development. Key learner outcomes include:

- Understand their leadership strengths and development opportunities
- Lead and develop others
- Develop skills to lead teams which provide exceptional patient care successfully
- Contribute to positive business outcomes by driving execution and financial results
- Communicate with impact
- Attain and leverage strategic relationships
- Achieve success through change



Preceptor Certification Program

The Preceptor Certification program at HCA Houston Northwest is designed to provide a supervised experience for the preceptee, utilizing a standardized education model for HCA preceptors. After completing the program, the Preceptor will give the new employee a support mechanism during the early and critical period of employment, provide an opportunity for professional growth and increased job satisfaction, and increase retention of healthcare professionals within the organization.

HCA Houston Northwest preceptors demonstrate a commitment to the organizational vision, mission, and values. They are positive, professional, supportive, collaborative, and advocate for the preceptee and their patients. Our preceptors are organized, dependable, respectful, empathetic, realistic, flexible, and committed. They possess leadership skills and are skilled in the art of constructive feedback.

To become a Preceptor at HCA Houston Northwest, a certification training program must be completed. This involves a hybrid learning environment. The first part is an online, self-paced Health Stream course comprised of eight modules, including:

- An Introduction with Roles and Responsibilities
- Adult Learning Module
- Application Principles Module
- Communication Module
- Critical Thinking and Problem Solving Module
- Education Module
- Orientation Plan Module
- Preceptor Ongoing Development Module

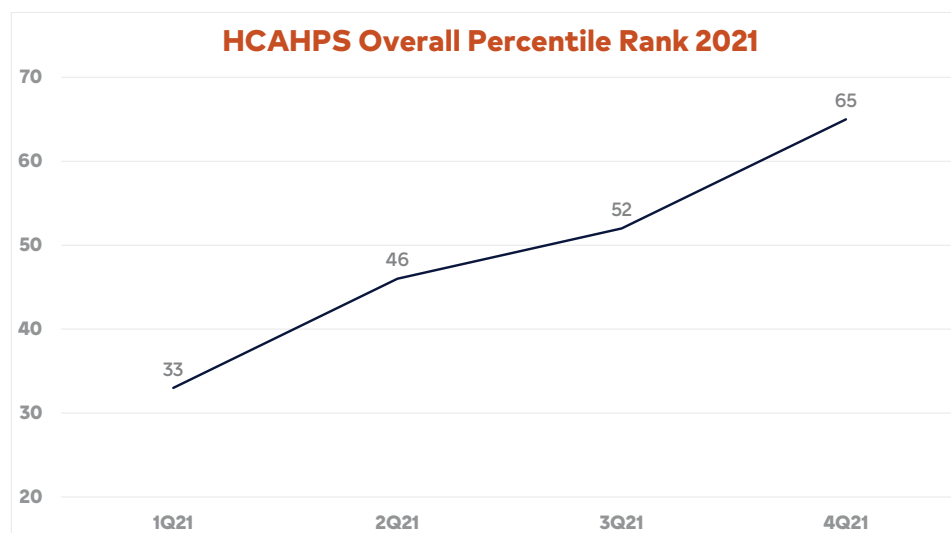
The second part is the live classroom session. After the modules are completed, the course participant will register to attend a live class at HCA Houston Northwest. The live classes are taught by our Clinical Nurse Specialists, Angelica Gratz BSN, RN, and Jordan Harden MSN, RN. This gives the participant the ability to use role-play and case studies to discuss what they have learned and to put their knowledge into action. The live class incorporates several topics: prioritization, overconfidence, underconfidence, professional accountability, personal stressors, Preceptor tracking documents, patient-focused orientation, and patient safety concepts.

The Competency-Based Staged Orientation (CBSO) Preceptor Guide is introduced in the live classroom session. CBSO is a staged orientation which is an evidence-based approach built upon how people learn rather than just what they need to know. It incorporates ongoing evaluation of the new hire's knowledge, skill, behavior, and judgment using a standard form of communication.



Advanced Leadership Program for ACNOs

Advanced Leadership Program for ACNOs (ALP) is a nomination-based program instrumental in preparing ACNOs to drive HCA Healthcare's Nursing Strategy. Building bench strength for the future role of CNO is an essential outcome. ALP online classes are completed over a two-week period. Courses include: Reboot after a Life-Quake, Bridging Communication Gaps with a diverse workforce, executive presence, organizational change, and developing a strategic mindset. ACNOs are divided into smaller teams to build camaraderie and support. The final course deliverable is a Capstone Project focused on achieving the Nursing Strategy and solving business problems. This year 35 ACNOs from across the Corporation were selected to participate, including 8 ACNOs from the Gulf Coast Division. Northwest's ACNO, MaryClaire Dangel-Palmer, participated in this program. MaryClaire's Capstone was titled Nurse Leader Swarm Rounding.



Nurse Leader Swarm Rounding

Nurse Leader Swarm Rounding is a methodology designed to help nurse leaders complete patient rounding in a collaborative, strategic, and efficient way. Swarm Rounding makes nurse leader rounding a team event and supports leadership development as professional nurses join the leadership team. The presence of COVID at HCA Houston Northwest in 2021 had challenged nurse managers to complete this important leadership responsibility. Research supports there is a direct correlation between patient rounding by a leader and HCAHPS Overall scores. Northwest was experiencing a significant decline in HCAHPS Overall score as leaders were unable to complete this essential task.

In May, 2021, Nursing embraced Nurse Leader Swarm Rounding. The Swarm "team" grew from unit nurse managers and clinical nurse coordinators to all nurse directors as well as directors and managers from ancillary departments. Leaders from Respiratory Therapy, Food & Nutrition, Inpatient Rehab, Pharmacy, and Security all joined the Swarm. Service line nurse directors developed the North Tower, South Towers, and ICU teams. They used the Nurse Leader Rounding Webex group to communicate rounding teams and their assignment. Focused assignments gave leaders the chance to round with the same nurse several days in a row allowing in-the-moment education and opportunities to recognize excellent nursing practice.

Northwest nurse leaders have been Swarm Rounding for seven months. At the start, HCAHPS Overall score was at the 33rd percentile, 5th in the Gulf Coast Division (GCD), and 80th in the HCA Corporation. By the end of 2021 our HCAHPS Overall score rose to the 70th percentile, ranking 3rd in the GCD, and 42nd in the Corporation.

Keep Swarming!

Community Leadership

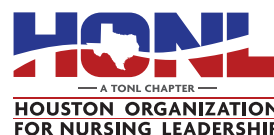
Emergency Nurses Association

Melanie Aluotto, President Elect



Houston Organization of Nurse Leaders

Nancy Carey, Board of Directors



HCA Magnet Collaborative

Nancy Carey, Co-Chair



Women's Colleague Network

Nancy Carey, Co-Chair Community Outreach & Volunteering



Houston Vascular Access Network

Wendy Clark, President
Krishjle Mungia, Secretary



Lone Star College Nursing Program

Jeffrey Mills, Advisory Board Member



Sam Houston State University Nursing Program

Jeffrey Mills, Advisory Board Member



Sigma Theta Tau - Phi Chi Chapter

Rebecca Rasberry, Treasurer

The Voice Colleague Network

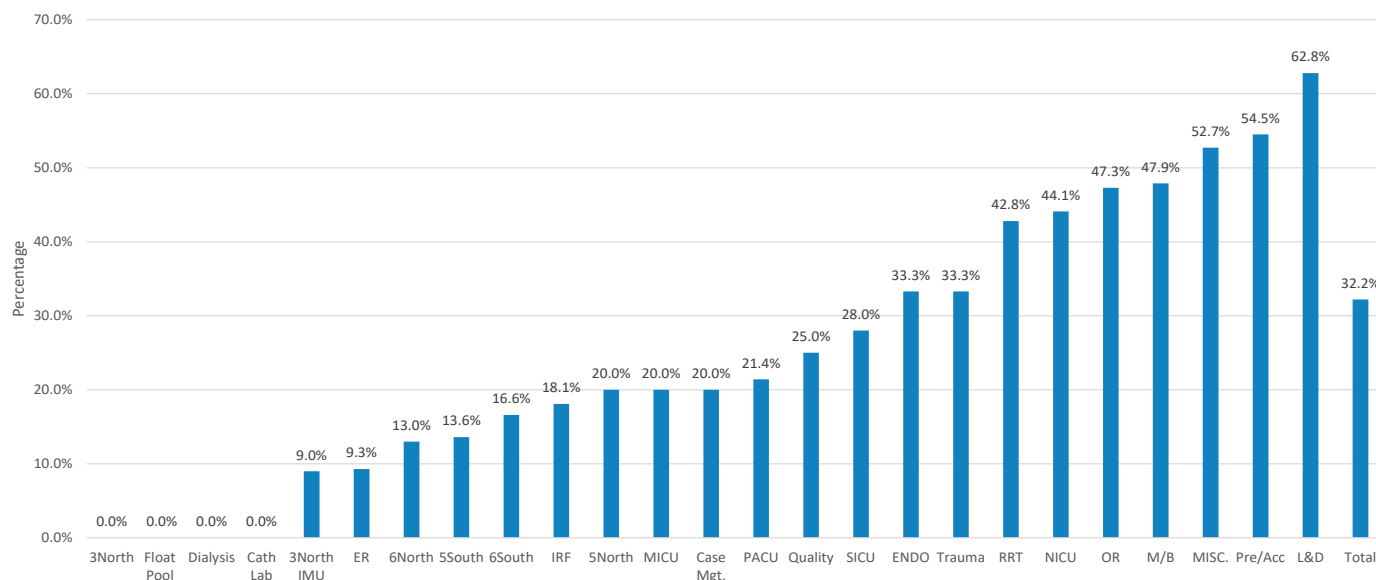
Boomie Harvey, Professional Development Chair



Certifications

HCA Houston Healthcare is dedicated to providing exceptional care to our patients by raising the bar for clinical excellence. Of our eligible nurses, we ended 2021 with 32.2% certified nurses. This is an increase from 22% at the end of 2020. Thank you to all of the certified staff that have demonstrated mastery of their area of nursing!

Unit level Data of Eligible Certified Nurses
Year End 2021 Total is 32.2% Certified Nurses; An increase from 22% year end 2020



Newly Obtained Certifications in 2021

Patricia Pearson RNC-MNN	Feb.	2021	Sonia Mendiola RNC-MNN	July	2021
Sue Nguyen RNC-NIC	Feb.	2021	Tammy Martinez RNC-MNN	July	2021
Alma Palacios RNC-NIC	Feb.	2021	Blake Cuneydi PCCN	July	2021
Martha Lugay RNC-MNN	Feb.	2021	Janet Mueller CVRN-BC	Aug.	2021
Staple, Cassandra CEN	Mar.	2021	Lesia Cordova CVRN-BC	Aug.	2021
Melissa Zahn C-EFM	Mar.	2021	Michelle Gallegos CVRN-BC	Aug.	2021
Madison Welch C-EFM	April	2021	Trang Le CVRN-BC	Aug.	2021
Alejandra Perez C-EFM	April	2021	Nida Paz CCRN	June	2021
Kristen Hymel RNC-MNN	April	2021	Hiliana Rivera RNC-MNN	Sept.	2021
Lance Brumlow CEN	April	2021	Shyla Alexander RNC-MNN	Sept.	2021
Ationne Crittenden RNC-OB	April	2021	Sherry Matthew C-EFM	Sept.	2021
Alex Riner CNOR	June	2021	Roxana Renteria RNC-MNN	Dec.	2021
Rebecca Rasberry NPD-BC	June	2021			

Certified Colleagues

Labor and Delivery

Alejandra Perez BSN, RN, RNC-OB, C-EFM
Alice Sanchez BSN, RN, RNC-OB, C_EFM
Allison Bickmore BSN, RN, C-EFM
Ationne Crittenden RN, RNC-OB, C-EFM
Carolyn Clark RN, RNC-OB
Claudette Smith RN, C-EFM
Jacquetta Edward BSN, RN, C-EFM, RNC-OB
Jamie Magee RN, C-EFM
Katherine Korenek BSN, RN, C-EFM
Kelly Hunter BSN, RN, C-EFM, RNC-OB
Kimberly Cole RN, RNC-OB
Madison Welch BSN, RN, C-EFM
Melissa Zahn RN, C-EFM, RNC-OB
Michelle Diggs RN, RNC-OB, C-EFM
Rashidra Brager RN, C-EFM, RNC-OB
Shamekia Dalcour RN, C-EFM
Shelby Kyle BSN, RN, C-EFM
Sherry Matthew BSN, RN, C-EFM
Summer Latham BSN, RN, C-EFM, RNC-OB
Tina Martin BSN, RN, C-EFM

Mother / Baby / Transition

Ana Ruiz BSN, RN, RNC-MNN
Anna Galo BSN, RN, RNC-MNN
Brooke Dymont BSN, RN, RNC-MNN
Charlotte Hall MSN, RN, RNC-MNN
Cristina Debelen BSN, RN, RNC-MNN
Evelyn Stevens RN, RNC-MNN
Hiliana Rivera BSN, RN, RNC-MNN
Ivy Huynh RN, RNC-MNN
Jacqueline Abbassi BSN, RN, RNC-MNN
Kelsey Lee BSN, RN, RNC-MNN
Kristen Hymel BSN, RN, RNC-MNN
Laura Dorsch BSN, RN, RNC-MNN
Martha Lugay RN, RNC-MNN
Meaghan Butler RN, RNC-MNN
Minhchau Bui BSN, RN, RNC-MNN
Nora Silva BSN, RN, RNC-MNN
Patricia Pearson RN, RNC-MNN
Rebecca Hartman BSN, RN, RNC-MNN
Roxana Renteria BSN, RN, RNC-MNN
Roxanne Salazar BSN, RN, RNC-MNN
Shyla Alexander BSN, RN, RNC-MNN
Sonia Mendiola BSN, RN, RNC-MNN
Tammy Martinez BSN, RN, RNC-MNN

Neonatal ICU

Alma Palacios BSN, RN, RNC-NIC
Digna Pizarro BSN, RN, RNC-NIC
Jainelle Kemp BSN, RN, RNC-LRN
Kathleen Bittner RN, RNC-NIC
Kristen Riapolov BSN, RN, RNC-LRN
Maria Eapen RN, RNC-LRN
Maria Enriquez RN, RNC-LRN
Michelle Berg BSN, RN, RNC-MNN
Paige Henderson BSN, RN, RNC-LRN
Sandra Marroquin BSN, RN, RNC-NIC
Sue Nguyen BSN, RN, RNC-NIC

Breast Center

Esther Valdez RN, CBN, OCN
Elaine Johnson RN, CBN
Victoria Foerster RN, CBN

5 South

Lavonna Coleman RN, CMSRN
Minna Balloun RN, CMSRN
Sheena Singh RN, CMSRN

6 South

Laura Crockett BSN, RN, CVRN-BC
Josephine Silvederio BSN, RN, CMSRN

Inpatient Rehabilitation

Aida Cheung MSN, RN, CRRN
Shelley Thompson RN, CRRN

3 North - IMU

Olivia Mendoza BSN, RN, CVRN-BC

5 North

Michelle Gallegos MSN, RN , CVRN-BC

6 North

Alesia Zentay RN, OCN
Jill Morgan RN, OCN
Lesia Cordova RN, CVRN-BC

Medical ICU

Amber Grinnell RN, CCRN
Marisa Reger BSN, RN, CVRN-BC
Michelle Frank BSN, RN, CCRN, FNP-BC
Tammy Stanfield BSN, RN, CCRN

Surgical ICU

Agnes Labay-Padilla BSN, RN, CCRN
Julie Klassen BSN, RN, CCRN
Melanie Wyatt RN, CCRN
Mindy McNeill BSN, RN, CCRN
Neil Baquiran BSN, RN, CCRN, CVRN-BC
Nida Paz BSN, RN, CCRN

Rapid Response Team

Blake Cuneydi MSN, RN, CCRN, PCCN
Kristen Brown BSN, RN, CCRN
Wendy Clark MSN, RN, VA-BC

Emergency

Angela Trees BSN, RN, CEN
Brittany Larson BSN, RN, CEN

Trauma

Cristen Rojas-Noto RN, CEN
Lauren Vaughn BSN, RN, CEN

Operating Room

Alex Riner RN, CNOR
Carol Avery RN, BSN, CCRN
Christina Djordjevic MSN, RN, CNOR
Olga Cossio RN, CNOR
Sharon Soeder BSN, RN, CNOR
Sinol Soney BSN, RN, CNOR
Stacye Breedlove MSN, RN, CNOR
Laurie Jackson BSN, CRNA
Lisa Sevier MS, CRNA
Elizabeth Pham MSN, CRNA
Maria Espana, MSN, CRNA
Mary Coon MSN, CRNA
Michael Lacombe MSN, CRNA
Michael Sims MSN, CRNA
Nancy Washington MSN, CRNA
Robert Metts MS, CRNA
Sean Dunnihoo MSN, CRNA

Pre-Op / Ambulatory Care Center

Anne Benda RN, CPAN
Brittani Pounders BSN, RN, CMSRN
Charina Sarmiento BSN, RN, CPN
Diane Hendrickson RN, CMSRN
Gilbert Cabacungan BSN, RN, CMSRN
Judith Daly RN, CMSRN
Katherine Pointer BSN, RN, CMSRN
Laly Varghese BSN, RN, CAPA
Lisa Zanotti BSN, RN, CMSRN
Marylyn Cabacungan BSN, RN, CMSRN
Melanie Blackburn BSN, RN, CMSRN
Uyen Dao BSN, CMSRN

Post-Anesthesia Care Unit

Catherine Pachorro BSN, RN, CPAN
Julie Matthews BSN, RN, CPAN
Trang Le BSN, RN, CVRN-BC

Endoscopy

Medalla Daduya BSN, RN, CMSRN
Naomi Mangaoang RN, CMSRN

Administration

Jeffrey Mills MBA, BSN, RN, NEA-BC
MaryClaire Dangel-Palmer DNP, RN, CRNA, FACHE

Case Management

Angela Hewitt BSN, RN, CCM
Belinda Sheldon RN, RNC-MNN
Bridgette Morrow BSN, RN, CCM
Francesca Andrade BSN, RN, CVRN-BC
Ruby Okpiabhele BSN, RN, CRRN

Directors

Amber Ferro MSN, RN, CVRN-BC, NE-BC
Kristen Eberly MSN, RN, CVRN-BC
Janet Mueller MSN, BBA, RN, CVRN-BC
Jenan Rasco MBA, BSN, RN, CNOR
Melanie Aluotto MSN, RN, CEN, NEA-BC, TCRN,
LSSGB
Nancy Carey MSN, RN, NE-BC
Olubunmi (Boomie) Harvey DNP, RN, RN-BC
Tricia Wren BSN, RN, C-EFM, RNC-OB

Administrators On-Site

David Hoot BSN, RN, CCRN
Lance Brumlow BSN, RN, CEN

Quality / Risk Management

Charlotte A. Carr BSN, RN, CIC, HACCP, CLSSGB
Jacqueline Trammell JD, RN, RNC-OB
Melissa Edwards BSN, RN, LSSGB
Nakia McMullen JD, MBA, BSN, RN, CPHQ, CPPS,
LSSYB

Occupational Health

Almeta West BSN, RN, COHN

Bariatrics

Jennifer Gallardo BSN, RN, CRRN

Education

Juilann Kirton MSN, RN, RNC-OB, RNC-EFM
Karen King BSN, RN, CNOR, RN-BC
Rebecca Rasberry BSN, NPD-BC, CVRN-BC

Wound Care

Patricia Thompson BSN, RN, CWON

DAISY Program



The family of Patrick Barnes created the DAISY Award® for Extraordinary Nurses after his death in 1999. When he passed away, Patrick was just 33 years old, eight weeks after being diagnosed with Idiopathic Thrombocytopenic Purpura. During Patrick’s hospitalization, his family stated that they experienced the very best of nursing. Patrick’s nurses always delivered his care with kindness and compassion, even when he was ventilated in the intensive care unit. The Nursing team informed and educated the family in such a way that eased their minds. Patrick’s nurses cared for his family.

Following Patrick’s death, The DAISY Foundation™ was created, standing for Diseases Attacking the Immune system. The goal was to “ensure that nurses know how deserving they are of our society’s profound respect for the education, training, brainpower, and skill they put into their work, and especially for the caring with which they deliver their care.”

At HCA Houston Healthcare Northwest, any patient, visitor, or staff can nominate a nurse to receive The DAISY Award for Extraordinary Nurses. The nominations are blinded and reviewed by the Nurse Practice Council each month, and the awardee is selected. Each recipient of the DAISY Award is presented with a certificate, pin, and the Healer’s Touch statue, hand-carved by a craftsman in Zimbabwe. Cinnabon cinnamon rolls, the only thing Patrick could eat during his hospitalization, complete the celebration. HHHNW is one of over 4650 organizations in 29 countries that participate in the DAISY Award to recognize exceptional nursing.

We are proud to share the following testimonies from the individuals who recognized our nurses for the care and compassion they demonstrate every day.

Please join us in congratulating our 2021 recipients for Raising The Bar for care!

Dalila Preto

Pre-Op

January 2021



From the first moment I went into pre-surgery, Dalila was warm and friendly. I can be a complex patient and ask many questions because of previous bad hospital/doctor experiences. Dalila answered all of my questions with grace and patience. She explained everything she was doing and was very accommodating by speaking clearly to me and utilizing the hospital's video translation system as I am deaf. Dalila was super gentle with my body and skillfully inserted my IV without any trouble. Usually, it takes 4+ sticks, so this was amazing to me.

We spoke about our families, and shared photos of our children, these small acts of approachability and genuine interest in my life made such a difference in my panicked state of mind. We joked and laughed with her, and she was such a delight. Lastly and most important to me was her praying over me before being wheeled out to the OR. Dalila didn't know this, but I had sent a list of prayer requests to my Facebook friends, and my top request was that someone would pray for me before going into the OR. Dalila was an answer to that prayer.

This hospital has a wonderful nurse within its walls. Dalila is a treasure, and I will never forget her kindness and compassion as she prepared me for surgery.

Sandra Christoffersen

House Supervisor

February 2021



A new graduate nurse recently off of orientation was taking care of a patient whose medical condition was rapidly declining. The situation became so serious that a code blue was called. Multiple staff came to assist with the code, including Sandra.

The code event was very complex and included chest compressions on a surgically opened chest, rapid blood transfusion, medications, and multiple new orders. The new graduate nurse became flustered in her role as a documenter.

What Sandra did next makes her an extraordinary nurse. She walked over to the nurse, stood behind her, and coached her through her role during the commotion with a very soft and calm voice. After the patient was safely transported to the operating room, the new nurse talked to her mom on the phone, telling her about her day. Sandra asked if she could speak to the nurse's mother.

Once on the phone, Sandra told the mother what an amazing daughter she has and how lucky we are to have her working with us here at our hospital. We are very fortunate to have Sandra as part of our Northwest family.

Brittani Pounders

Ambulatory Care Center

March 2021



When leaving work on Tuesday, March 2nd, Brittani was unexpectedly approached by a man at her car window. Realizing that he needed her help, she rolled down her window and tried to ask questions. In broken English, the man mumbled the word “ambulance” to Brittani. She hurriedly followed the man as he rushed back to his car. When she got to the stranger’s car, Brittani found an unresponsive male person. She immediately tried to feel for a carotid pulse, but she found the man to be pulseless. Brittani then called 911 and, with the other man’s help, pulled the person out of the car and to the ground. She started chest compressions and continued until the fire department arrived and took over care.

Brittani is the kind of nurse willing to go the extra mile to help any person in need. She is compassionate about our nursing profession and a definite asset to her patients, peers, community, and hospital.

Paula Ramos

6 North

April 2021



Paula was the nurse who helped me from the first day of my hospital stay and was also the wonderful nurse who helped me with my discharge.

Her kindness and knowledge are incredible. I was so sick when I came to the hospital. She had to clean me up many times on that first day that I was here. I honestly don’t remember much except for her washing me with a wonderful warm washcloth through bouts of vomiting and diarrhea. It had to be unpleasant, and she never made me feel dirty or embarrassed.

What a pleasant surprise then to see her on the last two days of my hospital stay. I thank God, and I thank Paula for all she did and for helping me get strong enough to get home.

Hang (Kim) Huynh

5 North

May 2021



I must take time to give a shout-out to one of HCA's most exemplary employees, Ms. Kim Hang. She is caring, informative, has great people skills, is very professional- dotting all of her I's and crossing all of her t's- going beyond what is called for her to fulfill her duties. She is respectful and genuinely has a heart for her patients. Kim has compassion for people and truly puts her heart and soul into her nursing field while always keeping a lovely smile on her face. She took care of me during my extended stay from 4/15/2021 to 4/26/2021 after a toe amputation from a bad infection.

Kim makes sure everything goes smoothly during her entire shift. She is timely; if she says she will come for you at a particular time, she will be on time with your meds and needs.

I have met an asset of HCA in Ms. Hang and can't say enough about her. In my opinion, she should be recognized as an exceptional person and nurse.

I truly believe that she is one of God's healing angels. She treats all people equally and is very professional, knowledgeable, and caring. I consider it a privilege to have crossed paths with Ms. Hang.

Finally, I know my writing is very shaky as my arthritis is very bad in my hands, but I just HAD to stop and write an acknowledgment for a great person and nurse.

Thank you to my special nurse, Kim.

Michelle Stone

Labor & Delivery

June 2021



I want to thank my nurse, who helped me when I had my baby a few months ago at HCA Houston Healthcare Northwest. I had been in labor for 15 hours before I decided to come to the hospital because I couldn't stand the pain any longer. For anyone who has had a child, you know what kind of pain we go through, the type of pain that makes you cry, and I was no exception. I was in this state for a long time, and I wasn't progressing fast enough. I was unsure if I could go on for another hour with that kind of pain.

But then something great happened. A nurse came and introduced herself to me. She picked me up from OB OBS and took me to L&D. From our first encounter until her shift ended at 7 am, she was always very kind, compassionate, and understanding. This special nurse is named Michelle Stone. Being in so much pain and having somebody take care of you LIKE FAMILY definitely makes you feel safe and increases your comfort level as a patient. I want to take this opportunity to express my gratitude for being amazing and wonderful in your job. Thank you for giving yourself freely with love and kindness to strangers that you will likely never see again. Please know that you touch each and every patient as well as their families.

Michelle met all of my needs without me asking, like filling up my cup with ice and maintaining my privacy by covering me up. She always made sure I was in a very comfortable position before leaving my room.

I really enjoyed your care and attention. Thank you for going above and beyond to connect with me as a patient.

Raven Espinosa

6 North

July 2021



I was a patient of nurse Raven. She made me feel like family and took care of me with love from her heart during the best inpatient stay I have ever experienced. I was comfortable and pain-free within just a few hours of her being my attending nurse because of her acts of kindness and passion for her line of duty. She stayed on top of providing me with medication. Raven is always checking on her patients, but if I had to use my call bell, she was in my room within seconds. She is a nurse who loves her job and especially her patients. For example, after administering my medications, she stopped and asked me if I needed anything else. I was always happy to see her, and she never left my room without taking care of all of my needs. I would personally like to nominate Raven to train other staff so you would have a hospital full of happy patients. She takes complete pride in her line of duty, and it shows 100%. God personally created her to be a nurse. Raven is true to what she does and is truly an Angel sent to do God's work beyond anyone's expectations.

Thank you, Raven, for your honesty, kindness, and care.

Alana Owens & Chris Morales

6 South

August & September 2021



I nominate two outstanding nurses, Alana Owens & Chris Morales, who embody our mission statement of "going above and beyond" for our patients. These two nurses turned words into action during a recent code blue called on a sister nursing unit. Despite the code being on a different floor, Chris and Alana immediately responded to the event to see if they could assist. Upon arriving to the code, the nurses found that CPR had been started but the rest of the code team had not been initiated. Without hesitation, Alana began acting as the recorder while Chris managed and administered the medications used.

Although both are fairly new nurses, they jumped into their roles to assist the patient and help run the code.

These nurses aimed to help the team no matter the costs, acting fearlessly and passionately. This code proved to be very challenging, lasting for an extended time with multiple changes in patient status. Through the heroic actions of these nurses and the team, the patient was recovered and successfully transferred to the ICU.



The outcome could have been very different if these nurses hesitated and did not go into action because this patient was not on their floor. When I think of an exceptional nurse, I would want nurses caring for my loved ones or me. I would want nurses who show that they genuinely care and would have to say that these two nurses are on the top of the list.

Kayla Grote

Medical ICU

October 2021



From the time we arrived in the MICU unit, Kayla was a very bright spot in our day. She not only took care of mom's medical needs, she also established a relationship with her as well as my sister and I. She went out of her way to make mom more comfortable in an unfamiliar place. Kayla would stop in to check on her and cheer her up even when she didn't need anything. Kayla truly is an extraordinary nurse. Her love and compassion for her patients is evident through her actions. She eased mom's anxiety of being in an unknown place. Being her daughter, I say these compliments about Kayla knowing that the entire MICU staff we encountered was top-notch. From the nursing staff to the custodians, every person we spoke with was delightful, and all deserve kudos for giving excellent service.

Due to bed availability, we were sent here from Orange, TX, about 130 miles away. The excellent care totally outweighed the little distance inconvenience that our family received.

Thank you so much, Kayla and MICU staff!

Sara Mathew

Mother/Baby

November 2021



Sara received a new baby at midnight on October 8th. She immediately felt that the color of the baby did not appear correct but knew that this could be normal for the baby's ethnicity. However, Sara continued to think that something about the baby was wrong. She kept a close eye on the baby and noticed that it was not sucking or feeding well and seemed to be gagging more than normal. She knew this could also be attributed to babies swallowing fluids during delivery and working to clear their lungs.

Sara grew increasingly concerned as the baby was gagging more and started grunting. She felt that the baby's color was getting worse. She told the baby's mom that she wanted to take her to the nursery for some quick checks. The O2 was normal, her temperature and blood sugar was fine. She could hear a murmur, but those tend to resolve, so this was not a huge red flag. The nursery nurses did not observe the grunting, but Sara would not give up on her concerns. She felt like this baby had an issue and did not want to take her baby back to the mom's room. She requested to put the baby under the warmer and observe a little bit longer in the nursery. While monitoring the baby, she started grunting again, retracting, and stopped breathing. Sara yelled out to the nursery nurse, and oxygen was immediately applied. An Ultrasound was ordered emergently, and the baby was found to have an enlarged heart that was serious enough that the baby was considered for transfer to a higher level of care.

I feel that if Sara had not continued to advocate for this baby and had not been monitoring it so closely, there could have been a terrible outcome. Mom and dad were sleeping, and this event could have happened without any time to intervene if Sara would not have insisted on taking the baby to the nursery. It is my feeling that Sara saved this baby's life.

Thank you, Sara, for advocating in a way that has truly made a difference for this baby and her family.

Minh Campbell

6 North

December 2021



Minh was my nurse for several nights during my hospital stay, and each night she was amazing! But last night, I saw a different side of Minh. I got to see her emergency nursing side while she was helping me. I was so impressed at how she stayed calm throughout everything that happened.

I take many medications, and Minh had administered my meds for blood pressure, anxiety, pain, and a new antibiotic. I thought I was sensitive to the antibiotic, so she obtained an order to give me Benadryl with the antibiotic. After starting my antibiotic, I told Minh that something was wrong and needed help. Minh yelled for assistance, and several other nurses responded. Everybody was trying to help me as I felt that I couldn't breathe and I couldn't sit up. I was so hot all over my entire body and trying not to vomit. They gave me some additional medications and iced me down. Even as my blood pressure dropped significantly, everybody was doing everything they could to keep me calm.

I am so glad that I was on 6N when my reaction occurred. Minh and the rest of the staff were so kind and amazing.

To nurse Minh,

I just wanted to thank you for being an amazing nurse to me! I heard you dealing with other difficult situations throughout my stay, and you handled everything very professionally. I will never forget you when I finally got to go home.

Stay amazing; you are a great nurse!

TULIP

AWARD

The TULIP Award stands for “Touching Unique Lives In Practice,” started at HCA Houston Northwest in April 2021. Like the Daisy Award, TULIP awards are given to hospital staff members who go above and beyond to ensure their patients receive the highest quality of care. Winners are selected based on nominations received from patients, employees, and visitors.

We are proud to share the following testimonies from the individuals who recognized our technicians for the care and compassion they demonstrate every day.



Patricia Coleman

3 North

April 2021



Pat was floated to 3 North during the middle of her shift. She returned to 6 South to get a bariatric bed to replace a bed that was not working correctly for a very large patient on 3 North. Two of us accompanied Pat to 3 North to help transport the bed, move the patient and bring the non-functioning bed back to 6 South. The rooms on 3 North are very small to fit one bariatric bed let alone two beds and the six nurses required to move the patient. Everyone was very occupied with getting the beds in the correct position, moving oxygen equipment and furniture while inflating the new bed. Pat’s focus was on the patient. Pat was very attentive to the patient and noticed the patient’s O2 saturation had dropped into the 30s, and the patient had stopped breathing and was beginning to turn purple. Pat was very quick to react and notified all of the nurses in the room. The patient was recovered without delay due to Pat’s quick response and attentiveness to her patient. The outcome may have been different had Pat not been so attentive and aware of her patient’s condition. Pat puts her patients first and continues to advocate for their needs. She is very deserving of the Tulip Award.

April Robles

5 North

May 2021



“I am a psychiatric patient, so I am paranoid when I meet new people, but something about “April Rains” I was okay with. We would talk when she would relieve my sitter or talk all day when she was my sitter. April also helped me get through a lot of crap. She made life seem less hard and scary! She made it look fun! She gave me great life advice, and she is an amazing mentor. She also works her butt off when she is not sitting, running everywhere, trying to get everywhere fast enough and make everyone happy. I constantly hear good things about April Rains. One day I told her I would give her a nickname, April Rains, and she loves it! April Rains is one of the sweetest people you will meet. I am so blessed that God put her in my life! “Thank you, April Rains!”

Sandra Clark

3 North

June 2021



Sandra Clark PCT on 3 North always goes above and beyond for our patients. She can be relied on regardless of the situation and state of the unit. With many patients in isolation, our patients have struggled to find familiar faces and see their loved ones. This is particularly important for our elderly patients who are disorientated.

Recently, 3 North had an elderly couple in their 90's who had been living at home, married for 74 years, admitted for COVID-19. Following their admission, both patients became confused and disoriented. One afternoon, Sandra realized that the two were suffering from their separation and helped the husband into a wheelchair and took him to visit his bride. Their faces both lit up like giddy teenagers and they enjoyed being able to spend time with each other after being separated for several days. Sandra's actions improved the patients' moods with her actions and improved the entire unit's atmosphere.



Tesha Triggs

6 South

July 2021



Upon exiting the building after her shift, Tesha saw a fellow patient care technician (PCT) waiting with a patient at the north lobby circle drive. The patient was waiting for her ride when she expressed her dire need to use the facilities. Tesha decided to stay and help her fellow PCT assist the patient to the restroom. While in the restroom, the patient suddenly lost consciousness and began turning blue. Tesha's quick thinking and compassion led her to run to the ER and grab a nonrebreather and oxygen. With the help of the other PCT, they were able to transport the patient to the ER. The patient was recovered and stabilized. The outcome may have been different had Tesha not decided to go the extra mile. Tesha chose to dedicate her personal time to this patient despite being tired, off the clock, and ready to go home. Not only is Tesha committed to our patients during her shift, but also after her shift has ended. Her actions genuinely reflect our hospital's mission statement "above all else, we are committed to the care and improvement of human life."

Megan Griffith

5 North

August 2021



"When I met Megan, I was paranoid that she was out to get me! I am always paranoid when I meet new people that they are out to get me, kill me or hurt me. I am a psychiatric patient. The thing is, most people just let me be, but Megan talked to me told me everything was going to be ok. Usually, when people tell me that everything will be ok I do not believe them, but something about Megan's voice made me feel like everything will be ok. The first time she sat for me, I opened up, which never happens. Maybe because Megan opened up and told me her story, which made me feel content inside, Megan and I got to know each other over the past few weeks, and now I can't wait for her to come in at night, and I pray that she is my sitter each time. Because I get bad anxiety during the day, but at night, I get really bad anxiety, and she calms me down. I have been here for three weeks so far and tried to strangle myself twice, and she was there to calm me down and tell me things would get better if I didn't lose my hope? Megan is now Megan Legend, her nickname. Megan Legend needs to be noticed for what she is doing because she is helping me and so many others. I want to tell her a huge thank you for making my stay here comfortable, for seeing me as a human being, and nothing less. For talking to me and not judging me and my problems. For not belittling me. I could thank Megan Legend for so much, but I would be here forever! I could write about her and how she helped so many patients and me, but my tears are getting in the way to see because I am crying only because I realize she made a huge impact in my life, and I will miss her! I will miss her positivity her encouraging words. Even if she doesn't win this award please give this to her and let her know her work is being seen. A lot of people recognize what she does, and I hope she cries because I am crying. Thank you, Megan Legend, for everything."

James “Andy” Sutton

Imaging

September 2021



“I was here for CT scans and MRIs. I had issues that Andy tried to help with but was unable to do the MRIs. I returned on a later date, and Andy again assisted me. He had incomplete orders, so I contacted the doctor’s office, and Andy was so patient with me. I gave him the fax number, and he was able to complete one scan before his next patient arrived. He put me back in when he finished with that patient and completed the other two MRIs. I could not have asked for a better technician. He spoke with the doctor. He spoke with the Medtronic’s representative and again to the doctor’s office. He was able to complete everything even though it took longer than expected, but I could not have had a better experience as I did with Andy. So congrats to having a technician that was going the extra mile. I could not have asked for a better understanding person. Thank you, Andy! Thank you, HCA Houston Northwest, for having an employee who goes the extra mile!”

Donna Nichelson

Post Anesthesia Care Unit

October 2021



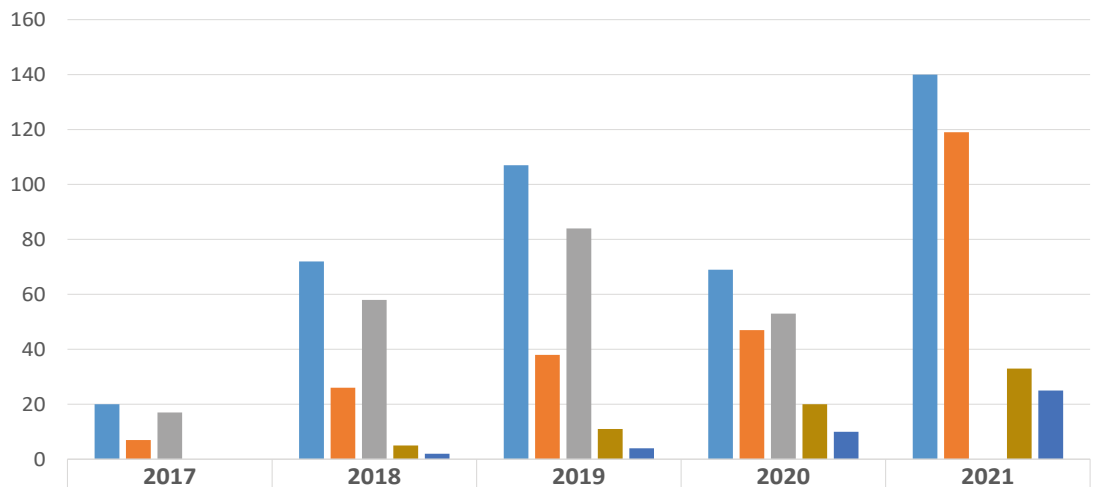
“Donna is a wonderful coworker and asset to our hospital, staff, patients, and visitors. Not only has she been excelling at her role in PACU for many years, but she has also embraced her extended role as PPE rounding steward. When rounding, she is always sure to check on each department to see if supplies are needed. During her rounding, I have seen her assist many patients and family members with a caring and compassionate hand. She will stop what she is in the middle of doing to give directions or escort a lost patient or visitor to the correct area. She is completely competent in her job role and knows what avenues to take when assistance is needed. I have seen her get a wheelchair for a pregnant patient who was misdirected more than once and simply was unable to make the long trip to labor and delivery from the south lobby. Donna will double-check where a patient is truly supposed to be instead of just simply giving verbal directions and potentially misleading a patient further. Donna has received letters and kind words from family members of surgical patients like those attached in this letter. Donna raises the bar on what we expect every staff member to exemplify so that we can live our care like family motto. I am thankful to work alongside her on a regular basis.”

StaRN & StaRN+



The HCA Nurse Residency program is an intentionally planned, year-long program. The first part of the year is focused on patient care with a preceptor, and the remainder of the year is devoted to professional development of new nurses. Both parts of the residency program are essential to growth and success as a professional nurse. The Clinical Education Specialist team at Houston Northwest hired 140 new graduate nurses and retained 119. These new graduate nurses have shown their engagement and their desire to advance their career throughout the residency program. Many hired in 2021 have already entered plus programs, become preceptors, or are in a charge role.

Nurse Residency Statistics



	2017	2018	2019	2020	2021
StaRNs hired	20	72	107	69	140
StaRNs remaining	7	26	38	47	119
Nurse Residency completion	17	58	84	53	
StaRN Plus	0	5	11	20	33
StaRN+ remaining		2	4	10	25



Tori Oliver

5 North-to-Medical ICU

I originally was majoring in Biomedical Science in a Pre-Vet program. I made the switch to Nursing because I love a profession that requires good observational and critical thinking skills and provides the opportunity to care for those injured or ill, giving the chance to make a connection and a difference in their lives.

I graduated as Valedictorian from Concorde College in Dallas with an Associate in Applied Science of Nursing in January 2019. Shortly after, I accepted a position at Northwest for the StaRN Residency working on 5 North as it reopened as a new unit. Once on the unit, I served as Charge Nurse within the first six months after orientation. With the guidance and encouragement of manager Michelle, I began to get more involved in the hospital by serving as Co-chair of our Unit Practice Council Secretary for the Nurse Practice Council and a member of the Wound Care Council.

I completed the first year of StaRN residency, completed the Preceptor certification, and began precepting other new graduates. When COVID hit, our unit temporarily closed, and I volunteered to serve in the COVID ICU in Tomball. This is where I fell in love with Critical Care medicine! Later, our unit became a COVID overflow unit. During this crazy time, I also got married, completed my second year with HCA Northwest, and completed my BSN through Grand Canyon University, achieving the Dean's List.

In May 2021, I began the StaRN Plus program for the ICU. I now serve as Co-chair for the Nurse Practice Council and Secretary for the Unit Practice Council for MICU.

I have fallen in love with the nursing profession and this hospital throughout my time here. What I enjoy most about my career is the opportunity to learn something new every day and continue my growth as a nurse.

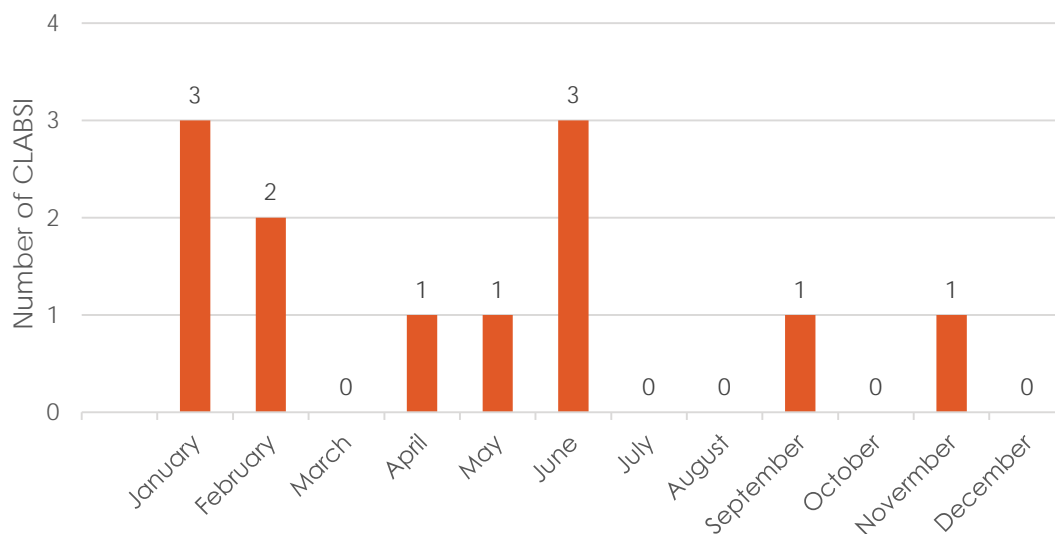
Here I have the opportunity to make a real difference in people's lives. Caring for a patient while advocating and guiding their loved ones through a difficult time is one of the most rewarding things I can do.

Hospital Acquired Infections

During the months of January 2021 to March 2021 we had a total of five Central Line Associated Blood Stream Infections (CLABSI's). In comparison to the entire year of 2020 with a total of five CLABSI's. This increase in CLABSI's was very concerning and required a multidisciplinary approach to prevent harm to our patients. Opportunities that we identified during a deep dive, were central venous catheters placed in patients for total parenteral nutrition (TPN) were not discontinued in a timely manner once the TPN was discontinued. Central venous catheters placed in patients were sutured close to the insertion site and preventing placement of a bio patch chlorohexidine (CHG) impregnated disc. There was inconsistency in daily assessment of central line dressings and de-escalation of lines no longer clinically necessary and because of the complexity of insertion practices and maintenance of central lines a multidisciplinary approach was implemented to improve our patient care. The team consisted of nurse leaders, charge nurses, bedside nurses who provide the care and maintenance of the lines. Physicians, surgeons, and vascular access team who provide placement of the lines. Dietitians who are subject matter experts for the patient's nutritional needs and to determine when TPN is no longer required. Infection Prevention who are subject matter experts for CLABSI prevention bundle, low level disinfection, and hand hygiene. Nurse educators to provide ongoing and just in time education for CLABSI prevention. Supply chain to provide information for product availability and substitutions related to central line insertion kits. We had a robust performance improvement/clinical excellence initiative with our corporate partners during the months of August 2021 to December 2021 which helped to engage all team members in our efforts to reduce CLABSIs.

Our CLABSI reduction initiatives are ongoing and we continue to see improvement in our CLABSI hospital acquired infections. We set a goal in June 2021 to have a 50% reduction by the end of the year and that goal was achieved with only two CLABSIs during the months of July 2021 to December 2021.

2021 CLABSI Events



Serenity Lounge

March 2020 proved to have an everlasting impact and forever stain in the lives of healthcare workers. During the height of the COVID-19 pandemic, the executive leadership team recognized our colleagues needed a space they could go to during their shift to get away and support the mental health challenges we were facing.

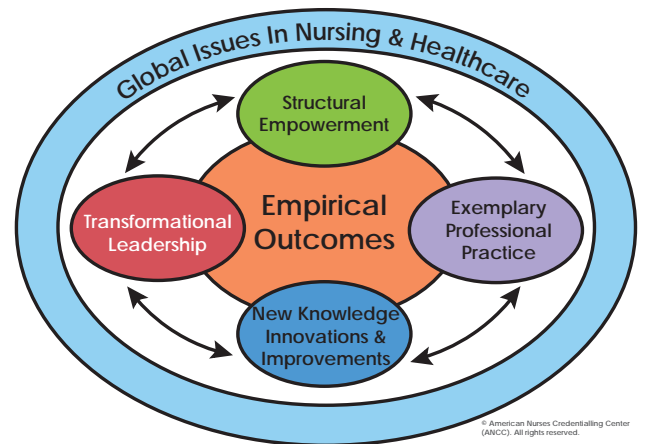
Collaborative efforts were done between the leadership team and the Employee Advisory Group (EAG), and thus two separate locations were created in the facility for NW employees. The leaders of EAG worked together with Food and Nutrition Services, Environmental Services, and Human Resources to create a space filled with to-go snacks, calming aromatherapy, rocks that show positive words of affirmation, inspired quotes, and beautiful photos of colleagues at the facility.

This first-ever serenity lounge is spacious and welcoming with dimmed lighting, embracing the comfort and stress-free moment needed for all staff to utilize throughout the day. This gentle reminder of support is one way the EAG has collaborated with the facility to help our employees through the increased mental stress of the days.

This space has been a source of security and relaxation for many who have experienced personal trials during unprecedented situations and those needing a respite during a shift. You can sit in solitude, journal a message of support, or take a fifteen-minute massage break in one of the five newly purchased massage chairs to help you continue your day.

ANCC Magnet Model

ANCC Magnet-recognized organizations will serve as the fountain of knowledge and expertise for the delivery of nursing care globally. Overarching the new Magnet Model Components is an acknowledgment of Global Issues in Nursing and Health Care. While not technically a Component, this category includes the various factors and challenges facing nursing and health care today. Below is a description of the 5 Model Components.



I. Transformational Leadership

Transformational leaders are those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity.

Today's health care environment is experiencing unprecedented, intense reformation. Today's leaders are required to transform their organization's values, beliefs, and behaviors. The transformational leader must lead people to where they need to be in order to meet the demands of the future. This requires vision, influence, clinical knowledge, and a strong expertise relating to professional nursing practice. It also acknowledges that transformation may create turbulence and involve atypical approaches to solutions. Gradually, this transformational way of thinking should take root in the organization and become even stronger as other leaders adapt to this way of thinking. The intent of this Model Component is to transform the organizations to meet the future.

II. Structural Empowerment

Solid structures and processes developed by influential leadership provide an innovative environment where strong professional practice flourishes and where the mission, vision, and values come to life to achieve the outcomes believed to be important for the organization. Further strengthening practice are the strong relationships and partnerships developed among all types of community organizations to improve patient outcomes and the health of the communities they serve. This is accomplished through the organization's strategic plan, structure, systems, policies, and programs. Staff need to be developed, directed, and empowered to find the best way to accomplish the organizational goals and achieve desired outcomes.

III. Exemplary Professional Practice

The true essence of a Magnet organization stems from exemplary professional practice within nursing. Exemplary professional practice in Magnet-recognized organizations is evidenced by effective and efficient care services, interprofessional collaboration, and high-quality patient outcomes. Magnet nurses partner with patients, families, support systems, and interprofessional teams to positively impact patient care and outcomes. Interprofessional team members include but are not limited to personnel from medicine, pharmacy, nutrition, rehabilitation, social work, psychology, and other professions that collaborate to ensure a comprehensive plan of care. The goal of this Component is more than the establishment of strong professional practice; it is what that professional practice can achieve.

IV. New Knowledge, Innovation, & Improvements

Magnet®-recognized organizations conscientiously integrate evidence-based practice and research into clinical and operational processes. Nurses are educated about evidence-based practice and research, enabling them to appropriately explore the safest and best practices for their patients and practice environment and to generate new knowledge. This Component includes new models of care, application of existing evidence, new evidence, and visible contributions to the science of nursing.

Professional Practice Model

Our professional practice model* (PPM) is the conceptual framework for our nurses, nursing care, and interprofessional patient care. It is a schematic description that depicts how our nurses' practice, collaborate, communicate, and develop professionally to provide the highest-quality care to our patients. The PPM illustrates the alignment and integration of nursing practice with the mission, vision, values, and philosophy that nursing has adopted. Our care delivery system is integrated within our PPM and promotes continuous, consistent, efficient, and accountable delivery of nursing care.



What does our model mean?

The Outer Circle includes Quality Outcomes, Evidenced-Based, Collaboration, Shared Governance and Professional Development.

- Quality Outcomes – Nurses practice at every level of healthcare operations to improve patient outcomes in all areas of care.
- Evidence-Based – Nurses participate in innovative practices as well as using a problem-solving approach to clinical decision-making within our health care organization that integrates the best available scientific evidence to guide their practice
- Collaboration – Nurses have interprofessional collaborative partnerships with all members of the healthcare team. This collaboration results in open and objective information sharing, delivery of care and evaluation of outcomes for each patient.
- Shared Governance – Nurses have the ability to share information and promote practices to increase structural empowerment, exemplary professional practice, transformational leadership, and knowledge and innovation.
- Professional Development – Nurses seek professional development to enhance their professional practice. HCA Houston Healthcare recognizes and rewards nurses for their professional contributions to advancing their practice and profession in their nursing practice.

The Inner Circle which includes Holistic, Commitment, Integrity, and Compassion all reflect the nursing attributes that promote a healthy clinical environment where each colleague is respected.

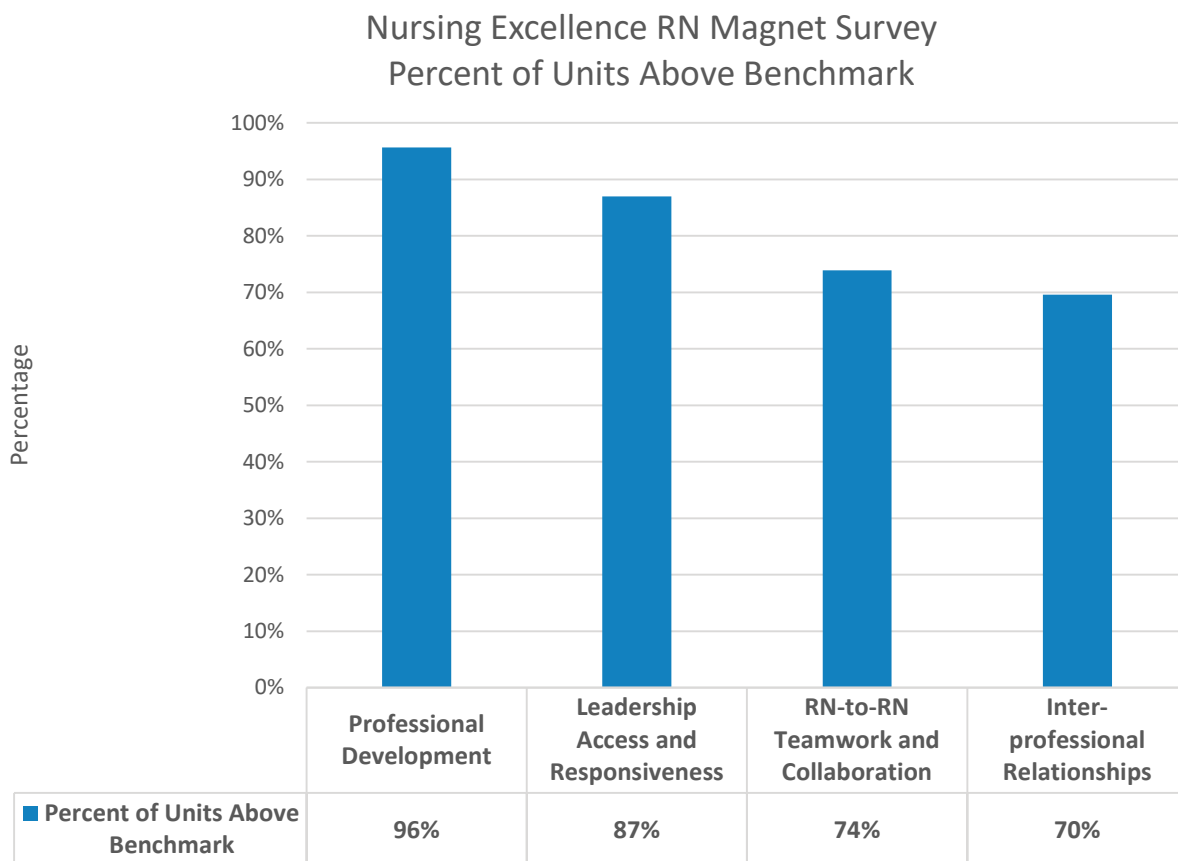
- Holistic – When caring for colleagues and patients, nurses treat the whole person, taking into account the body, mind, spirit, culture, socioeconomic background, and environment.
- Commitment – Nurses are dedicated to provide optimal patient care and enhance the nursing profession.
- Integrity – Nurses are honest, have strong moral principles and possess moral uprightness that is reflected in their patient care.
- Compassion – Nurses are empathetic and show genuine concern for others. The Diamond Plus – As a diamond represents lifelong commitment, faithfulness and is a symbol of a promise; the nurses of HCA and the care they give represent this same commitment to their patients.

The Diamond Plus – As a diamond represents lifelong commitment, faithfulness and is a symbol of a promise; the nurses of HCA and the care they give represent this same commitment to their patients. The diamond in the center represents the patients and their families that we serve.

Through our Professional Practice Model, we create and sustain a culture of quality and care that continually reflects that “above all else we are committed to the care and improvement of human life”.

Nursing Excellence RN Magnet Survey

RN Satisfaction is a requirement of any Magnet facility. A Magnet facility must show that their unit-level RN satisfaction data outperforms the mean or median of the national database used in four out of seven dimensions. At HCA Northwest we are proud to display our Nursing Excellence RN Magnet Survey results of 2021. Below displays our top four dimensions:



Nursing Sensitive Indicators

The nurses at HCA Houston Healthcare Northwest make an essential contribution to our patient outcomes. The empirical measurement of quality outcomes related to nursing and clinical practice in Magnet-recognized organizations is imperative. Our Nurse-sensitive indicators outperform Magnet standards for the shown eight consecutive quarters. The table also displays each unit's overall performance. Each unit shown is outperforming in all of the quality metrics tracked for their unit. Our dedication to our patients and quality care is evident.

Nurse Sensitive Indicators Quarter 2019 Q4 - 2021 Q3

Unit	Injury Fall Rate	% HAPI 2+	CLABSI Rate	CAUTI Rate	% Pt HAPI Medical Device Related	C-Diff Rate New Event	MRSA Rate New Event	Overall Unit Performance
MICU	6 of 8	6 of 8	5 of 8	6 of 8	5 of 5	4 of 5	8 of 8	7 of 7 Indicators
SICU	6 of 8	7 of 8	7 of 8	5 of 8	4 of 5	4 of 5	8 of 8	7 of 7 Indicators
3N	7 of 8	6 of 8	7 of 8	8 of 8	5 of 5	5 of 5	8 of 8	7 of 7 Indicators
3N IMU	3 of 3	2 of 3	3 of 3	3 of 3	3 of 3	3 of 3	3 of 3	7 of 7 Indicators
6N	6 of 8	7 of 8	8 of 8	7 of 8	4 of 5	4 of 5	8 of 8	7 of 7 Indicators
5N	5 of 8	6 of 6	6 of 8	8 of 8	5 of 5	5 of 5	5 of 5	7 of 7 Indicators
6S	7 of 8	6 of 8	6 of 8	5 of 8	4 of 5	5 of 5	8 of 8	7 of 7 Indicators
5S	7 of 8	6 of 8	7 of 8	7 of 8	5 of 5	5 of 5	8 of 8	7 of 7 Indicators
IRF	2 of 3	3 of 4	3 of 4	5 of 5	3 of 3	3 of 3	4 of 4	7 of 7 Indicators
MB	6 of 8	N/A	N/A	N/A	3 of 3	3 of 3	N/A	3 of 3 Indicators
NICU	5 of 5	N/A	6 of 8	N/A	N/A	5 of 5	N/A	3 of 3 Indicators



In 1951, Reverend Clyde J. Verheyden, founded what is now known as Good Samaritan Foundation. Since its inception, Good Samaritan Foundation has been focused on one ongoing mission: to increase the number of highly-trained and dedicated nurses "at the bedside" of Texas patients. Building a stronger nurse workforce in Texas consists of attracting men and women to the nursing profession and providing financial resources to become the best-educated and most skilled caregivers in the world.

Please join us in congratulating our recipients of the 2021 Nursing Excellence Awards. Each winner had an outstanding nomination submitted. Below are the highlights of each winner.

Bronze Awards

Brittani Pounders BSN, RN, CMS-RN

Ambulatory Care Center

Brittani was nominated for her continued devotion and commitment to any person in need. On her off time, a frantic stranger asked for her help for his friend. This friend, who was found unresponsive, needed CPR. Brittani performed compressions, called 911 until the fire department arrived, and took over care.

Janet Mueller MSN, BBA, RN, CV-RN

Medical-Surgical

Janet was nominated for her exemplary leadership skills throughout the COVID pandemic and taking the main nursing lead in forming our hospital-sponsored COVID vaccination clinics, earning the nickname "vaccine queen." She cares deeply about people, as evidenced by her dedication and support of the vaccination efforts with hopes of keeping our community safe.

Maria Jazmin Valdez-Torres BSN, RN

5 South

Jazmin Valdes-Torres was nominated for her dedication to care like family. She assisted with the care of a patient without identification and unable to identify himself. Later that evening, Jazmin saw a photo on social media of a missing man whose appearance greatly resembled the patient she had helped translate for prior that day. The patient and his family were reunited and were very grateful to Jazmin.

Jill Morgan RN, ONS

6 North

Jill Morgan was nominated for the Excellence in Nursing award for her advocacy for her patients. Jill was taking care of a 27 year-old patient who had been newly diagnosed with cancer. After several rounds of chemotherapy treatments, the patient began to experience hair loss while at our hospital. Jill comforted the frightened patient and explained the therapy process to her and her family. She created a "care for your hair" basket, including headpieces, hats, and colorful scarves. The patient and her mother were delighted and deeply touched.

Michelle Diggs RN, RNC-OB, C-EFM

Labor & Delivery

Michelle was nominated for providing individualized and compassionate care to a set of parents and their surrogate. Michelle took special care to get everyone's title right so as not to alienate anyone and ensured this was passed on. Michelle displayed the ability to anticipate a patient's needs before they need them.

Shatonjia Foster BSN, RN

6 South

Shatonjia was nominated for her dedicated advocacy for a patient. She went above and beyond to provide inflatable armbands for a trauma patient and family. Even after the patient was no longer in Shatonjia's care, she bought the bands and brought them to the hospital. She spent time with the patient's mom and showed her how to use the bands and understand their functionality.

Lorena Mendez BSN, RN

6 North

Lorena was nominated for the care-like family care she gives to her patients. During Nurse Leader Rounding, a paraplegic patient told Lorena that it had been more than one year since he had a shower. The patient was admitted from home and had multiple wounds. Due to his immobility, it took a lot of work and some innovation to make this happen. Ultimately, Lorena was able to get the patient to the Rehab shower room. He enjoyed his 30-minute shower very much. After his shower, he said that he felt like a new person and was touched by Lorena working to make this happen.

Krisjhle Munguia BSN, RN

Rapid Response Team

Krisjhle was nominated for her dedication to nursing. No challenge is too big for her. She had two days' notice to pack her bags and board the US Naval Ship Comfort to care for COVID-19 patients. "My goal was to support them. As a nurse, you want to do what is best for your patient. There were no family members during the pandemic who could visit the patients. Patients were dying alone. This takes a toll on the staff to see people passing away by themselves. The teams treating COVID patients now have a strong bond – like family.

Bariatrics Center of Excellence



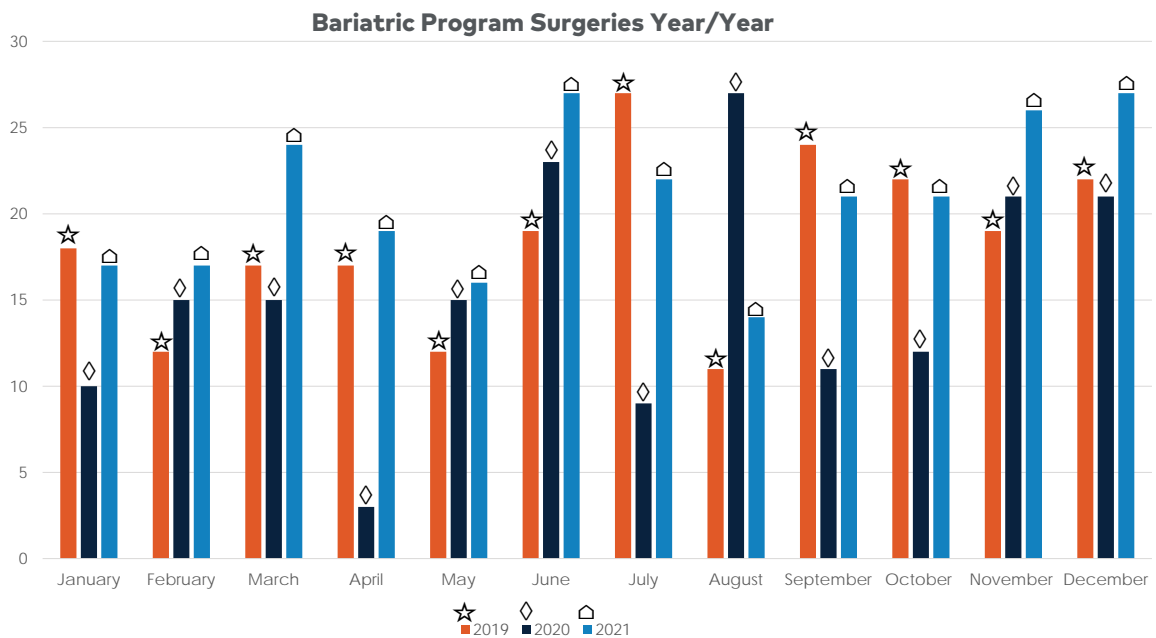
HCA Houston Northwest is a comprehensive center accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement program. The Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP) is a program that sets national standards for bariatric surgery centers to advance safe and high-quality care of bariatric surgery patients. Hospitals must meet a set of standards to be reaccredited and must submit an annual compliance report in the second and third years of the triennial reaccreditation cycle. Dr. Turnquest is the Metabolic and Bariatric Surgery Director for our hospital's bariatric program.

The position of bariatric coordinator was in the process of transition one month before the hospital was due for bariatric reaccreditation by MBSAQIP. Nicole Horvath had been the bariatric coordinator for the past ten years at HCA Houston Northwest. As Jennifer Gallardo started this new role, it was a lot to take in and high expectations to meet, but with the help of Nicole, she made the process much smoother. I want to thank Nicole Horvath and Melissa Edwards for their continuous support and collaboration in helping me through our reaccreditation. The site surveyor was also very pleased with his accreditation report, "HCA Houston Northwest has excellent administrative support and dedicated personnel at the facility." We received our official letter of reaccreditation by MBSAQIP on October 27, 2021. We celebrated our reaccreditation in December 2021 and presented our verified surgeons with a framed letter of verification from MBSAQIP.

Our case volume for bariatric surgeries has steadily increased, with a total of 251 cases for 2021. Our previous bariatric case volume was 220 in 2019 and 182 cases in 2020. On January 17, 2022, the Gulf Coast division went live for Redefine Navigation workflow. Redefine is a program that will help increase our bariatric case volume by sending us bariatric referrals.

As a bariatric coordinator, I provide nursing education for all new graduates or new nurses on 6 South. I provide educational handouts and guidance for all nurses taking care of our bariatric patients. All bariatric furniture and equipment weight limits are on our hospital SharePoint drive. Our education department assigns bariatric modules annually for all staff members on HealthStream.

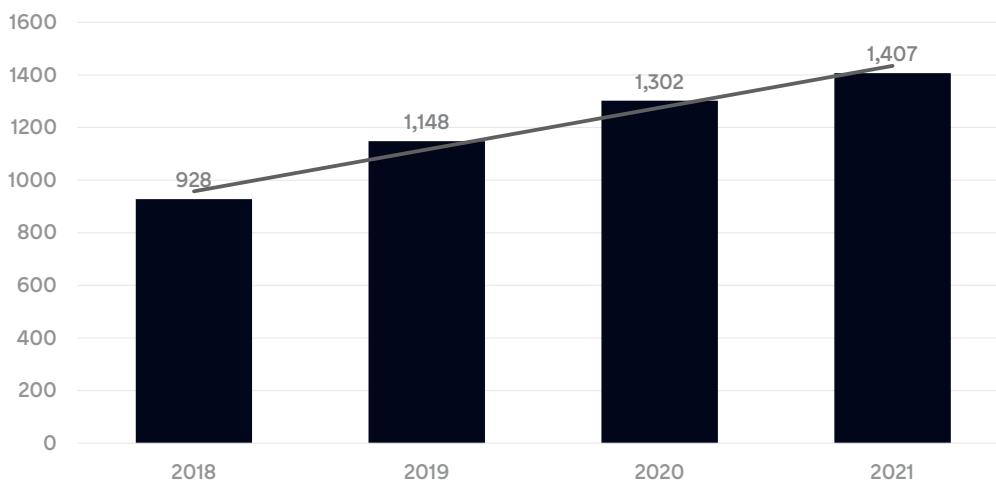
The virtual bariatric surgery support group is hosted every second Wednesday of every other month from 12 p.m. to 1 p.m. via Webex. Virtual bariatric surgery seminars are hosted every second Thursday of every month from 5:30 p.m. to 6 p.m.



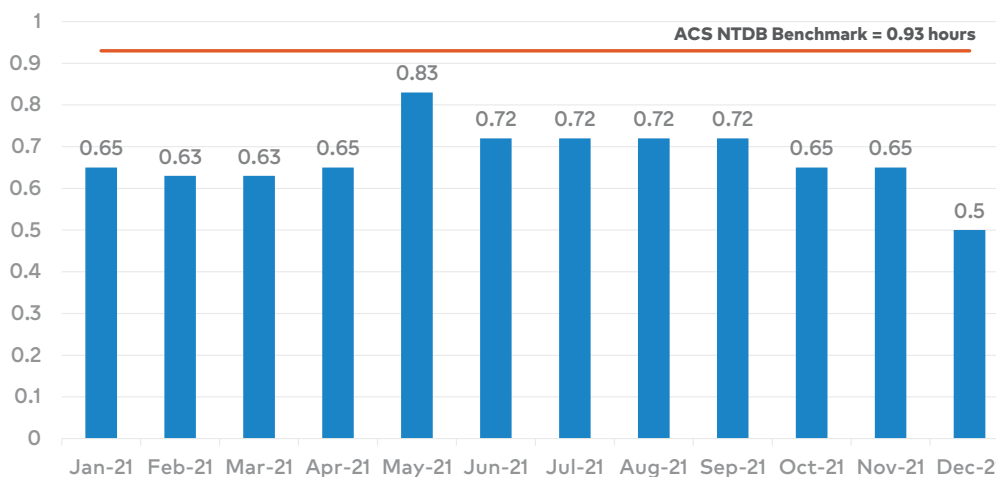
Trauma Quality Improvement

During the COVID-19 pandemic, we recognized that our rate of penetrating injuries was increasing YOY (2019 17.4%; 2020 19.1%; 2021 23.8%). During our Multidisciplinary Peer Meeting, the surgeons noted a delay in promptly getting to the OR. The average time to the OR in 2019 for penetrating injuries with SBP < 90 was 22 minutes, and in 2020, it increased to 42 minutes. We recognized a provider opportunity to quickly assess and take the patient to the OR. There was a system opportunity to make the room and OR team readily available. We developed a team with the Trauma Medical Director, Trauma Program Director, ED nurses, OR nurses, Anesthesiology, EMS, and Administration. The team evaluated the cases and current practice and developed an EMS to OR protocol. This protocol enabled EMS to call the ED and identify they had a penetrating injury to the torso and SBP < 90. The ED and Trauma Surgeon notify the OR. The patient is brought into the ED and taken directly to the OR. In January 2021, the protocol started with Mock Trauma with EMS, ED, and OR staff. In 2021 we reduced the time to OR to 27 minutes.

National Trauma Data Bank Reportable Trauma Visits by Year



Time to Surgery for Hemorrhage Control (hours)



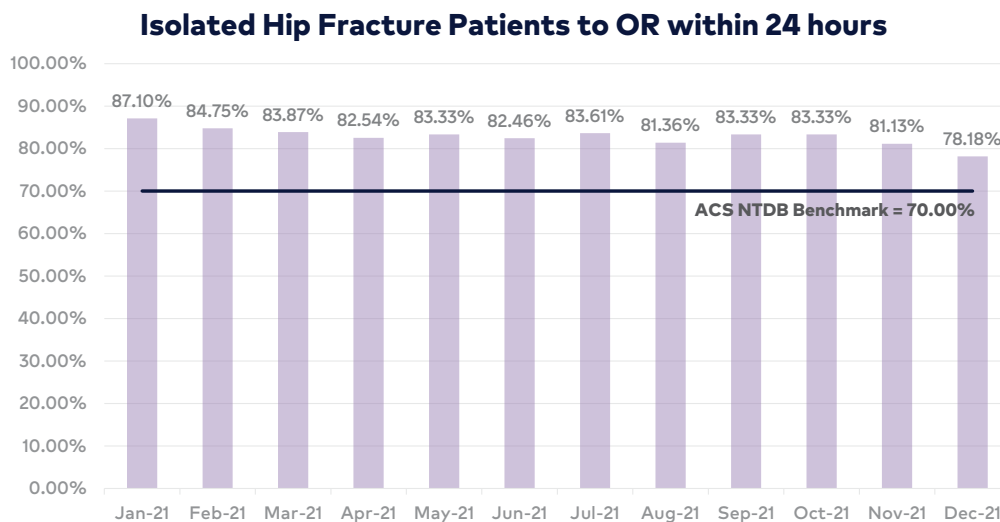


THE
COMMITTEE
ON **TRAUMA**

VERIFIED
TRAUMA
CENTER

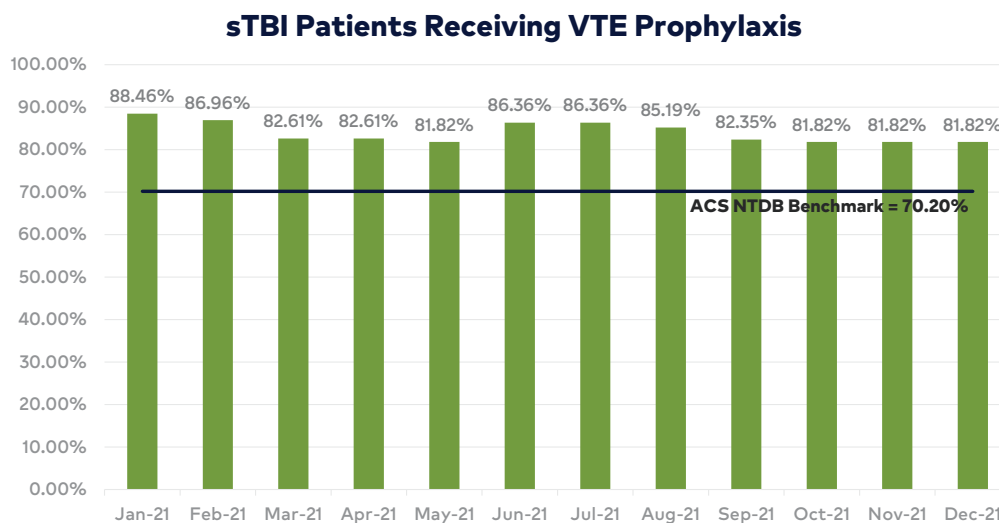
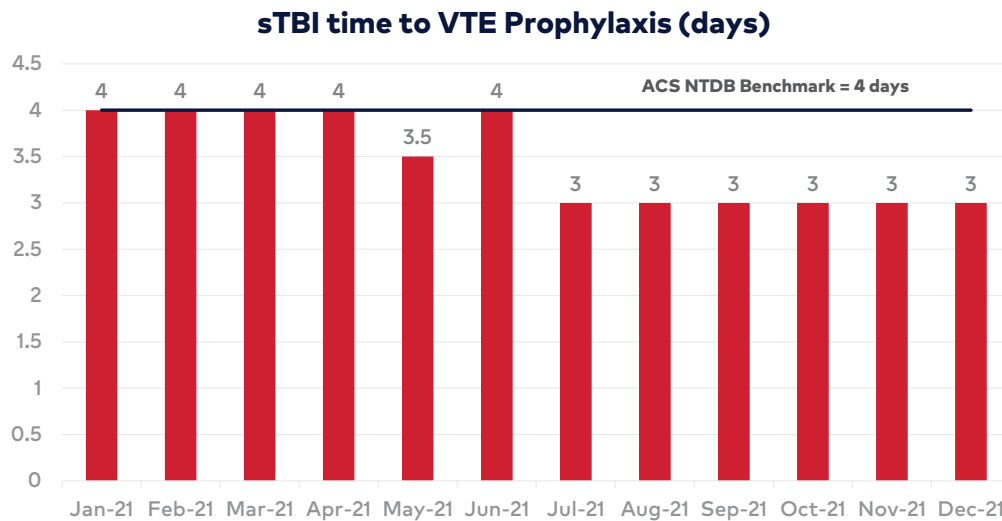
Hip Fractures

HCA Houston Healthcare geriatric (> 65) patient population is 25.6% of our volume. Of that 10.2% require hip fixation. In February 2020, HCA Gulf Coast Division focused on achieving the goal of isolated hip fracture (IHF) to the OR within 24 hours. Our content experts, including orthopedic surgeons, anesthesiologists, cardiologists, trauma surgeons and nursing leaders and staff met to identify areas that would streamline the process of getting the patient to the OR timely. The barriers that were identified are the orthopedic surgeon was not informed of patient arrival time, unnecessary consults to cardiology and unnecessary ECHO testing. An algorithm and “Hip Alert” was developed and Imobile was utilized to notify all team members of the patient. Additionally, a “What to Expect after Hip Surgery” booklet was developed to educate family and patient. This enabled the team to consistently provide education, reduced the number of cardiology consults and unnecessary tests. With the efforts of the team and the nursing staff during multidisciplinary rounds we had only 3 months of 2020 that we did not achieve the goal of 70% of IHF to OR < 24 hours. In 2021, we surpassed our goal of 70%. The entire year of 2021, IHF to the OR <24 hours, was greater than 75%.



VTE Prophylaxis

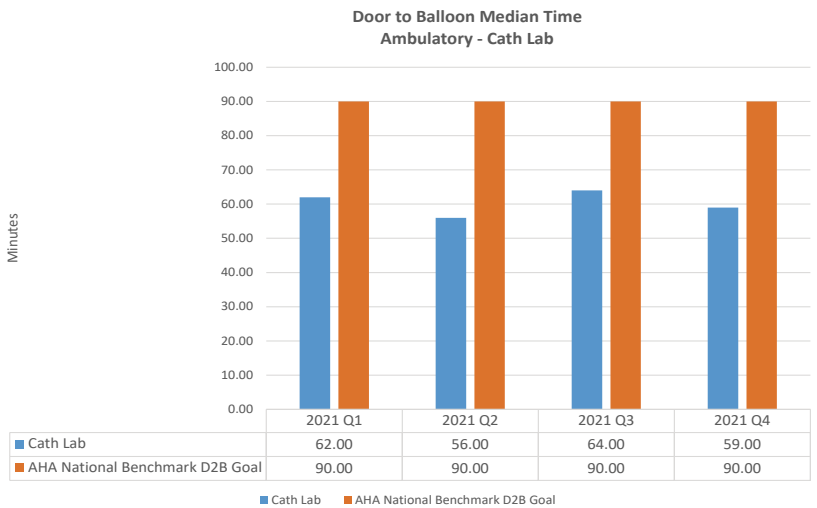
In April 2018, HCA Clinical Services, Trauma gave a presentation that revealed 80% of HCA system-wide Severe Traumatic Brain Injured (sTBI) patients never receive venous thromboembolism prophylaxis (VTE). The data required us to review our clinical management guidelines and baseline data for the percent of patients not receiving VTE prophylaxis and the time to VTE prophylaxis. In Spring 2018, Trauma Quality Improvement Program (TQIP), 100% of our sTBI patients did not receive VTE prophylaxis. We reviewed the Severe TBI Guideline with the Trauma Medical Director, Trauma Program Director, Pharmacy, and Neurosurgeons as content experts. We noted that we did not address VTE prophylaxis. The policy was updated to include starting VTE prophylaxis. This measure was discussed additionally at multidisciplinary rounds. The Spring 2019 TQIP report revealed only 57.1% of our sTBI did not receive VTE prophylaxis. Education was provided during the Multidisciplinary Peer Meeting and the Trauma System Meeting. The Trauma Educator provided ongoing and just-in-time education for the utilization of VTE prophylaxis in trauma patients. With continued education, auditing of VTE prophylaxis during multidisciplinary rounds, and monthly monitoring of the timing to VTE prophylaxis and VTE utilization percentage, we have continued to decrease the number of sTBI patients that did not receive VTE prophylaxis from 100% to 4.5% (Fall 2021 TQIP report).



Chest Pain Program

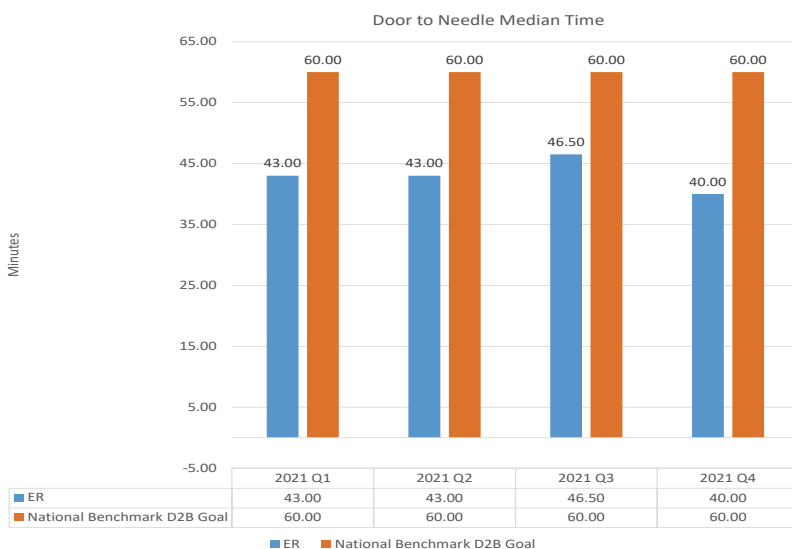
Door to Balloon Time

Our Emergency Department and Cath Lab teams continue to excel in our Door to Balloon median time. The National Benchmark is a goal of under 90 minutes. Door to Balloon times are displayed below, outperforming the national benchmark for all of 2021.



Door to Needle Time

Our Emergency Department and the Cath Lab team continue to excel in our Door to Needle median time. The National Benchmark is a goal of under 60 minutes. Our Door to Needle times are displayed below, outperforming the national benchmark for all of 2021.



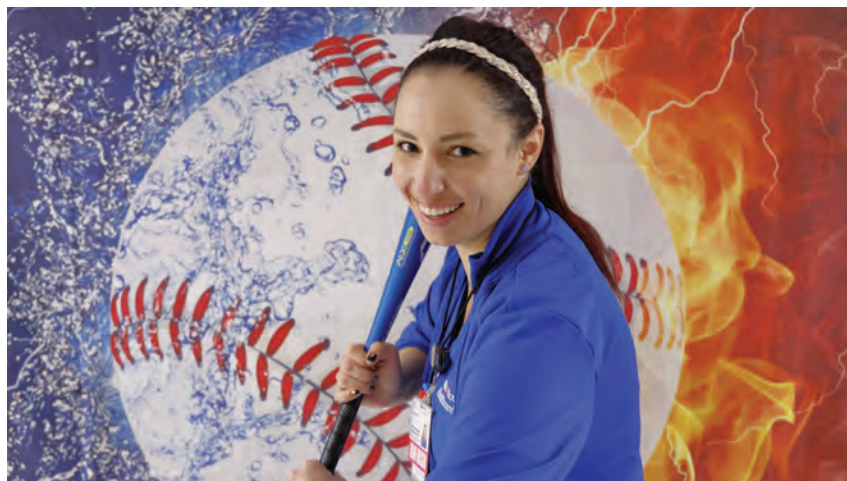
Great Catch Program

Out of Left Field

The players in the outfield intensely watch the batter, anticipating the ball to come their way. It is the bottom of the ninth, and the bases are loaded. The batter has three balls and two strikes with each turn at bat, determining the winning team; as the pitch approaches, the batter swings and makes contact with the ball. The sound of leather pinging off the wood silences the crowd. The ball soars high into the outfield just inside the line. The outfielder, looking up in the sky, anticipating where the ball will come down. He sizes up the catch and steps backward with his glove high above his head. Suddenly, a spectator leans over the barrier wall crossing over the foul line, and grabs the ball before it reaches the player. The outfielder is in utter shock: he struggles to comprehend the magnitude of what JUST happened. It is shocking and unimaginable. The game was lost over circumstances outside of his control. This unexpected event would be referred to as coming out of left field in baseball.

Baseball is not the only place where things come out of the left field. Healthcare, unfortunately, experiences unexpected events. Despite all the safety devices, equipment, and policies, errors occur. Healthcare leaders look beyond their walls for help in reducing preventable healthcare errors. Numerous organizations are operating at high levels of precision. Can you imagine a nuclear plant operating with thousands of errors? How about the airline industry? Those high-stake industries are known as high-reliability organizations (HROs). They embrace a culture where reporting is encouraged and non-punitive. Even the slightest issue could reveal a bigger and more sinister underlying problem. Finding issues before they happen is the ultimate goal for HROs.

A safe environment for reporting errors is the foundation for highly reliable organizations. Implementing prevention strategies for mistakes is the goal. Employees are encouraged to report without consequences. As HROs strive for zero harm, they reward and celebrate those successes. HCA Houston Healthcare Northwest introduced a patient safety initiative: The “Good Catch” program. This program collaborates with the entire hospital; each of our colleagues is responsible for identifying and reporting potential flaws in our system. Our hospital strives for high reliability by celebrating and rewarding employees for intervening and preventing patient harm.



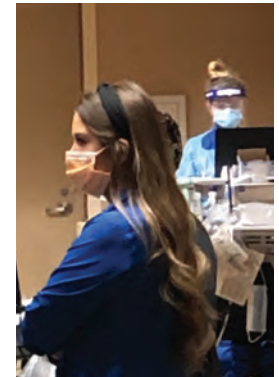


At HCA Houston Northwest, the first quarterly Good Catch celebration was in our Surgical Intensive Care Unit. Alyssa Walker was able to prevent her patient from a medication error. As one of our recent StaRNs, Alyssa was taught to question things, especially if something did not feel right. Alyssa requested medication from the pharmacy. She realized that “something” did not feel right as she received the medication. Alyssa identified something wrong with the medication, reported the issue, and averted a potential complication for her patient. We celebrate Alyssa and her actions for catching this error!

The timing of Alyssa’s celebration was perfect. The Houston Astros and Atlanta Braves were battling for the championship in the World Series. The baseball energy and excitement radiated throughout the hospital. Everyone arrived early, positioned themselves outside the SICU, and one by one; the crew marched through the unit to music: Take Me Out to the Ball Game. A small parade of colleagues in baseball attire, props, and a festive concession stand on wheels marched around the nurse’s station before stopping. Our Facility Vice President and Patient Safety Director described our Good Catch Program. Dr. Maarouf shared specifics about Alyssa’s good catch and awarded a personalized baseball in an acrylic case, along with a certificate memorializing her good catch. In following the baseball theme, Alyssa received a baseball cap crown; the celebration moved throughout the crowd with Astros trivia, as the concession stand was quickly relieved of its heavy load. Alyssa’s celebration ended in the hallway with fire and ice baseball photos.

COVID-19

The year 2021 began with the end of the first COVID-19 surge. As the designated COVID unit, 3N quickly learned to adapt to changes. Before the pandemic, we specialized in caring for stroke patients. In addition to strokes, we also provided care for patients requiring titration of cardiac drips. Our 3N went through a transition period of relearning all the cardiovascular drips and stroke protocols required for non-covid patients.



The team responded to the challenge with a “bring it on” attitude when Delta hit. COVID was no longer a new disease, and the fear and uncertainty felt in the initial wave transformed into a “let’s do this” approach. It didn’t take long to realize that the delta variant was different as it was impacting not our parents and grandparents but us, our friends, and colleagues. The ICUs sustained a full unit of our friends requiring critical care.

This sudden increase in our patient’s acuity within the hospital caused an immediate need for additional IMU beds. So, 3N again stepped up to the plate. With the collaboration of our colleagues, we added eight monitors, allowing our IMU to grow from 16 to 24 beds. Many patients required high-flow oxygen devices, and our team needed to quickly learn how to use various configurations of this equipment to care for our new group of patients.

Again, our colleagues knocked it out of the park. The majority of the patients required frequent rotation between BiPAP and high-flow oxygen. With all of the additional equipment, access to oxygen was needed. Our team shared a need, and our leaders delivered. Dual flow meters were purchased for all IMU rooms, providing our clinicians access to the equipment needed to provide exceptional care to our community, friends, and family.

The 3N team collaborated with respiratory therapy, ICU, Rapid Response, Physicians, and each other to share the knowledge needed for these higher acuity patients. We are confident that our IMU colleagues provided the highest quality of care. When someone was transferred to the ICU, we dreaded the thought that we would not have the honor of caring for them again. Each time our greatest fears were confirmed, our hearts broke; a part of us was now missing. We began to believe, hope, and pray that if we could avoid intubation and stay in IMU, we could heal each one and reunite them with their families.

During this ominous year, our faith was strained, our love for each other grew, and our realization that we are one team was solidified. Our colleague Chaplain Bruce Coe was a consistent presence on 3N, supporting our team and often giving us a moment of laughter when we felt engulfed by darkness. He also served as a guiding light by leading our team in prayer and moments of silence, somehow knowing which one was needed.

The 3N team battled the challenges Delta delivered without hesitation, instead, with courage, compassion, and care. This group of inspiring healthcare workers joined hands, hearts, and gloves, confronting the challenge and becoming better versions of themselves. In 2021, this team established that they are in a league of their own.



Neuro Intensive Care

Brains, Drains and Angiography. Welcome to the Neurovascular Intensive Care Unit (Neuro ICU). The inception of the Neuro ICU was early 2020 but was derailed multiple times by various COVID-19 surges. With the aid of a diminishing need for ICU beds from the Omicron variant, the Neuro ICU started to gain momentum in late 2021.

In previous years, our nurses were accustomed to caring for cerebral vascular accidents (CVAs), both ischemic and hemorrhagic. Their knowledge consisted of medical and pharmacological interventions, such as, Tissue Plasminogen Activator (TPA) for acute ischemic infarcts and vasoactive medications to control blood pressure for both ischemic and hemorrhagic etiologies.

Enter our Neurovascular ICU.

To build on their knowledge of Neurological care, our nurses were trained to care for patients who received Neuroendovascular interventions from Dr Shamaelah Javed and Dr Mohammed El-Ghanem. These procedures consisted of, but are not limited to, embolization, intracranial angioplasty/stent, intracranial vasospasm balloon dilation, neurology stroke, and emergent large vessel occlusion (ELVO).

Adding to their neuro knowledge, our nurses began to provide care for post-surgical patients from Dr Samer ElFallal. These procedures include complex anterior cervical discectomy and fusion, ventriculoperitoneal shunt (VP shunt), external ventricular drain (EVD), and intracranial pressure monitoring (ICP), lumbar drains, and craniotomy.

Resilient and eager for knowledge, the nurses have successfully cared for patients who have undergone all of the above procedures. They continue their knowledge through hands on educational opportunities provided by our Neurointerventionalist's, Neurosurgical Surgeons, Surgical ICU staff and continuing education classes.

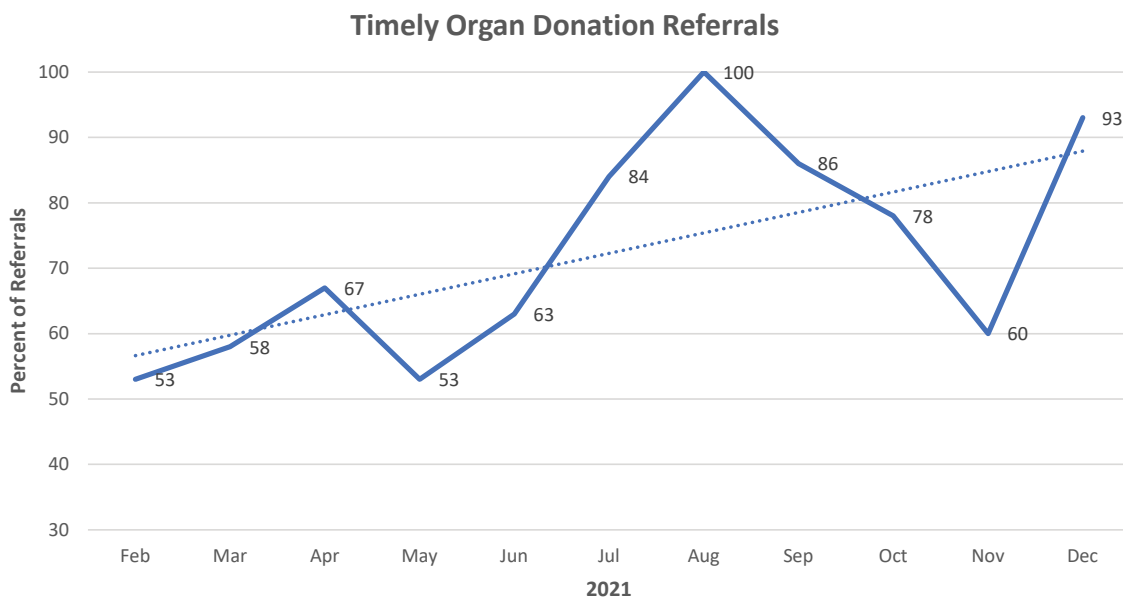
Our team is excited for what our future holds and we are ready to bring on the New Year!



Donor Council

LifeGift is one of three nonprofit Organ Procurement Organizations (OPOs) in Texas. OPOs are designated by federal law to be the medical institutions who can perform the life-saving mission of recovering organs from deceased donors for transplantation. LifeGift and HCA Houston Northwest began their relationship in 2017 when HCA acquired Houston Northwest. Collaboration accelerated with the arrival of Alicia McCusker, Donor System Specialist, in 2019 and the engagement of our Chief Nursing Officer and Executive, Nursing, and Surgical Services leadership teams.

Organ donation is guided by appropriate consent, laboratory and procedural results, and time-sensitive indicators. Timeliness of a donation referral is a key metric for overall transplantation success. Nurses and/or physicians are requested to call LifeGift within one hour once criteria are met. To monitor our metrics, processes, and to maintain the compassion and sanctity of the donation process, Northwest proudly started our Donor Council in fall, 2021. The Council is composed of nursing leadership from the ICUs and Surgical Services, nursing administration, physician leadership, frontline nursing staff, and LifeGift. The Donor Council meets monthly. Each donation is reviewed to assure we maintained the most compassionate care. Northwest is proud to report our timely donation referral percentage has increased from 60% to 87% in 2021. Organ donations from our hospital saved 16 lives in 2021.



147

LifeGift Referrals



18

Organ Donors



48

Transplanted Organs

Capital Expenditures

Department/Service Line	Item	Amount
3 North	Bedside Monitors	\$ 174,000
Nursing	Bariatric & Standard Patient Beds	\$ 350,000
Plant Ops	Colleague Garage Security Enhancements	\$ 73,000
Critical Care	Continuous Renal Replacement Therapy (CRRT)	\$ 65,000
Pharmacy	Pyxis Upgrades	\$ 1,500,000
Dialysis	Hemodialysis equipment	\$ 385,000
Nursing	Water and Ice Machines	\$ 26,500
Neonatal ICU	Bili Light Meter	\$ 2,300
Nursing	Bladder Scanner	\$ 125,000
Neonatal ICU	Family Viewing Camera System	\$ 62,000
Nursing	Vein Finders	\$ 15,000
Women's	Infant Security System	\$ 425,000
Ambulatory Care Ctr & 5 North	Patient Scales	\$ 8,500
Nursing	Patient Lift	\$ 10,000
Emergency & Critical Care	End-Tidal CO ₂ Monitors	\$ 30,000
Emergency & Critical Care	Defibrillators , Monitors & Chest Compression Devices	\$ 340,000
Labor & Delivery	Maternal Hemorrhage Cart	\$ 10,000
Ambulatory Care Ctr	Examination Chairs	\$ 40,000
3 North, 5 North, & Women's	Wheelchairs	\$ 26,000
Neonatal ICU	Breast Milk Refridgerator	\$ 8,000
Neonatal ICU	Bilirubin Treatment Lights	\$ 20,000
5 North & Neonatal ICU	Family Seating	\$ 30,000
Surgical ICU	Cardiac Output Monitor	\$ 47,000
Surgery	Hemodynamic Monitors	\$ 370,000
Emergency	Infant Warmer	\$ 20,000
Critical Care	Patient Positioning Chairs	\$ 18,000
Trauma	Rapid Infuser	\$65,000
Plant Ops	Cellular Signal Boosting	\$ 380,000
Radiology	Imaging Equipment (X-Ray, C-Arm, Ultrasound, Interventional)	\$ 2,000,000

Total \$ 6,625,300

Research Projects

HCA Northwest has conscientiously integrated evidence-based practice and research into clinical and operational processes in our Magnet Journey. Nurses are educated about evidence-based practice and research, enabling them to appropriately explore the safest and best practices for their patients and practice environment and to generate new knowledge. Published research is systematically evaluated and used. Nurses are a part of the Evidenced-Based Research Council that reviews proposals for research. The knowledge gained through research is disseminated to the community of nurses. Below are the research projects that are in progress at HCA Northwest.

5 North

Project Lead: Judith Cubillo and Michelle Gallegos

Research Topic: Instituting a night shift nurse council on nurses turnover to increase nursing satisfaction scores.

PICOT Question: What is the impact of a night shift nurse practice council on the well-being of night shift nurses from May 2021 through November 2021.

6 South

Project Lead: Laura Crockett

Research Topic: Discharge survey reminder to improve surveys returned.

PICOT Question: What is the impact of an intentional discharge survey reminder on the number of surveys returned from 2021 Q3 - 2021 Q4 (July 2021 - December 2021).

Quality

Project Lead: Bridget Ofori

Research Topic: Psychological Affects of COVID 19 on frontline nurses

6 North

Project Lead: Lesa Cordova

Research Topic: Chlorhexidine gluconate (CHG) bathing and Foley care documentation compliance

PICOT Question: What is the impact of an intentional reminder on patient doors on the compliance of CHG and Foley care documentation from January 2022 through March 2022.

Rapid Response Team

Project Lead: Kristen Brown and Wendy Clark

Research Topic: Central Line Documentation

PICOT Question: What is the impact of central line maintenance education for MICU, SICU and 6 South on the compliance of notification of discontinued central lines, PICC lines and midlines placed by the RRT.

HCA  Houston Healthcare

Northwest

Ambulances Only

