

# KentuckyOne Nurse

Advancing Nursing Across KentuckyOne Health



Fall 2018

## Inside News *At a Glance*

### 2 Message from Kimberly Hatchel

Have Something  
Worth Sharing?

### 3 Speaking Up for Safety at Saint Joseph London

### 4 Service Excellence – Good Communication is Key to Patient Satisfaction

### 5 Berea Patient Experience

### 6 Becoming 'Stroke Ready' at Saint Joseph Mount Sterling

### 7 Meet Kami Poole-Warder, Our New Chief Nursing Officer at Flaget Memorial Hospital

David Brumit Shares His  
Journey in Psychiatric Nursing

### 8 Elevating Our Emergency Departments to the Next Level

---

## We Are *One.*

### *Nursing Vision:*

KentuckyOne nurses are leaders distinguished by evidence-based practice, exquisite service to others, and safe, effective care. Nationally renowned for our innovative practice environment, our nurses will achieve the highest level of outcomes by partnering with patients, their families, other care providers and our communities.



## Service Excellence: A Key Focus of Our Mission



KentuckyOne Health®

# Change – the One Thing We Can Always Count On; Use This Time to Rebuild and Renew

By **Kimberly Hatchel**, DNP, MHA, MSN, RN, CENP, KentuckyOne Health SVP/Chief Nursing Officer



It is my honor to kick off this quarter's *KentuckyOne Nurse*. When this goes to print, I will be entering my eighth month

as your market chief nurse. We will have said goodbye to summer and hello to fall. This time of year brings great change for most of us. The one thing that we can always count on is change.

Sometimes the changes are monumental, while others are challenging, subtle or slow. Every day and every night offers us the constancy of change in our hospitals. Just as the seasons change, so does our world in health care. While these are exciting times in our organizations, there can also be a sense of uncertainty. I urge each of you to embrace this change and consider this our time to rebuild and renew.

Like many health care organizations large and small, KentuckyOne Health has spent the last several years responding to the evolving national health care quality agenda. The enactment of Meaningful Use, Clinical Quality Measures, Leap Frog, Core Measures and Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) catapulted health care organizations' need to focus on quality from a nice "to do" ... to a "must do." These changes altered the urgency and the pace in which organizations are adopting evidence-based practice and standard work.

As we transition into fall, the nursing strategic plan is beginning to take shape. I have spent several months getting to know people and assessing our hospitals and systems. We have landed on several focus areas for fiscal year 2019. The key focus areas will be:

- assessment and upgrade of our technology and Electronic Health Record (EHR) platforms,

- introduction of Press Ganey and relaunch of the "must have" patient experience tactics,
- review of the system policies and procedures, and
- solidification of our Policy Stat portal.

We will also invest in our bedside nurses and frontline nursing leadership with new educational offerings to support our acceptance of standardization and evidence-based practice.

I look forward to getting to know each and every one of you better. In the meantime, if you need to touch base, you can reach me at [kimberlyhatchel@sjhlex.org](mailto:kimberlyhatchel@sjhlex.org). I welcome your feedback and suggestions.

Onward and upward!



**D**o you have a good story to share? Ways to improve patient experience? A compelling story about a colleague who goes above and beyond? Or just want to write but need a good idea?

*KentuckyOne Nurse* is looking for nurses from throughout the system who want to share their talents and experience with colleagues. You could become a part of the editorial board for the quarterly publication that goes to nurses throughout the KentuckyOne system, which includes Flaget Memorial Hospital in Bardstown, Our Lady of Peace in Louisville, Saint Joseph Berea, Saint Joseph East and Saint Joseph Hospital in Lexington, Saint Joseph Jessamine in Nicholasville, Saint Joseph London and Saint Joseph Mount Sterling.

Getting involved is easy. Just send a self-nomination focused on your creative ideas for articles, writing skills and experience, and any previously published pieces (or links) to **Mary Branham**, market director of communications, at [marybranham@sjhlex.org](mailto:marybranham@sjhlex.org). Self-nominations should be no longer than 250 words.

To become a better organization we must sometimes gradually change the culture within. This isn't an easy task but often a necessary one. Changing the culture to empower everyone to have a questioning attitude is one of the key concepts utilized at Saint Joseph London. Everyone within the organization, no matter their role, is empowered to speak up and say, "I have a safety concern."

**Be empowered!**  
Speak up and say, "I have a safety concern."

The SafetyFirst concepts are taught to everyone and have become embedded in our daily processes. The organization encourages robust reporting. This starts with the leaders of each area through the promotion of event reporting.

Saint Joseph London has also changed the culture through leadership daily check-in. This meeting, held Monday through Friday, typically lasts for 15-20 minutes and we take time as a group to discuss any pertinent safety or critical events. This meeting has evolved over time and leaders speak up if a concern arises or if patients or staff could be at risk.

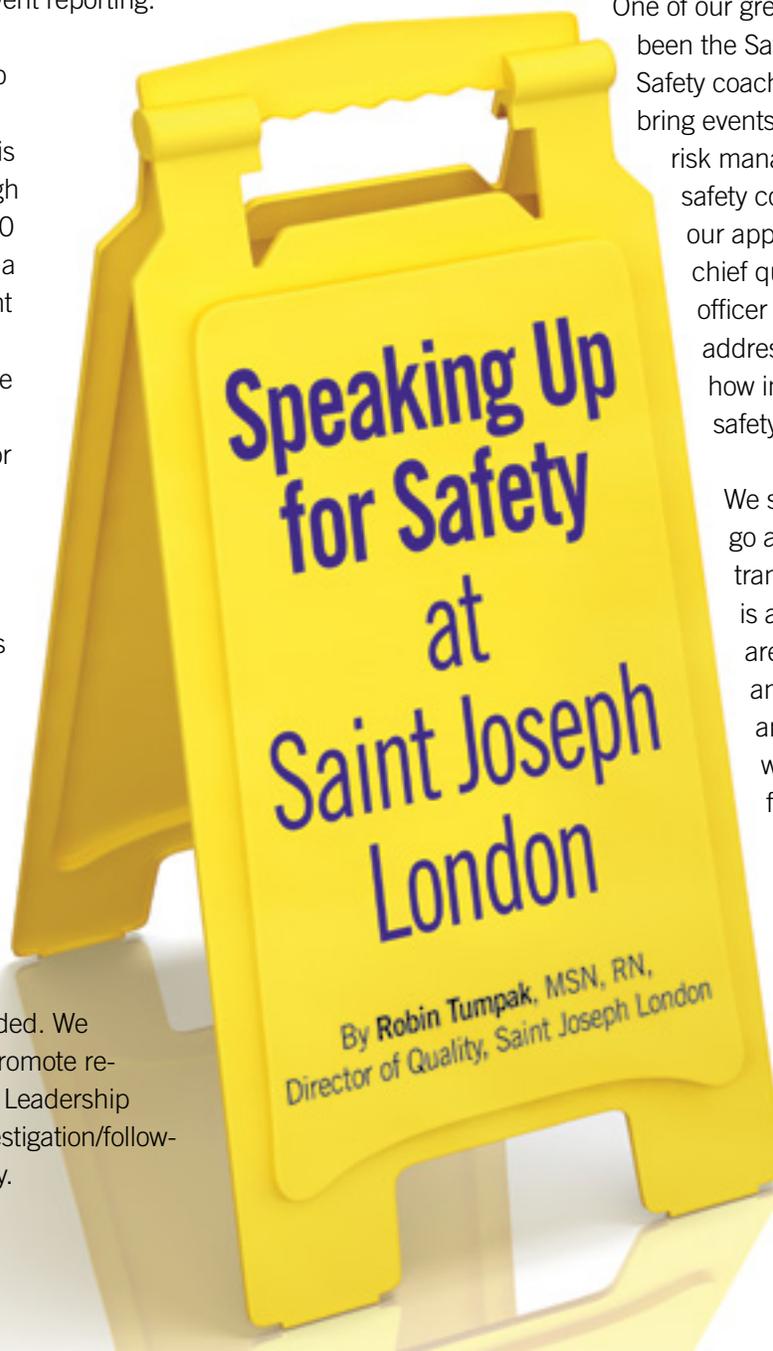
We believe in a collaborative approach as shown in our weekly classification of events with our multidisciplinary classification team, as well as with our SafetyFirst Core Team and when working through a root cause analysis. Over the last couple of years – and with changes in leadership – it was determined that a SafetyFirst "reset" was needed. We brought leaders together to promote re-engagement, with a focus on Leadership Methods, incident report investigation/follow-up, and greater accountability.



RNs Elonda Smith, left, Karen Mathis, Jill Wilson and Tracy Thompson are part of the Safety Coach Program at Saint Joseph London.

One of our greatest achievements has been the Safety Coach Program. Safety coaches are on the floors and bring events of concern forward. The risk manager has worked with safety coaches to demonstrate our appreciation. Our president, chief quality officer, chief nursing officer and quality director have addressed the group, emphasizing how important they are to our safety journey.

We still have a long way to go and are striving to be as transparent as possible; there is always work to be done. We are humbled by the leadership and staff we have in place and are cognizant of where we would like to go in the future. With the many projects and initiatives we are undertaking comes a heightened sense of awareness throughout the hospital to look for opportunities where something could go wrong and take action to correct the processes.



# Service Excellence – Good Communication is Key to Patient Satisfaction

By **Kimberly Hatchel**, DNP, MHA, MSN, RN, CENP, KentuckyOne Health SVP/Chief Nursing Officer

I recently had the honor of facilitating the Service Excellence meeting for all leaders at Saint Joseph Hospital. I went in with the intent to discuss a few high-level points about the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey with the team. I planned to give a basic introduction to the survey questions themselves.

In case you were wondering, the HCAHPS survey asks discharged patients 27 questions about their recent hospital stay. The survey contains 18 questions about critical aspects of the patients' experiences. A few of the areas covered are communication with nurses, communication with doctors, responsiveness of staff, cleanliness, quietness and a few more.

I administered the survey to the leadership team and it quickly became apparent that over half of our leaders had never seen the survey. When the gravity of that hit me, I realized our approach had to change. For those of you who remember the old commercial for V8 (a vegetable juice), it was one of those "I should have had a V8" moments. If more than half of our leaders had not seen the survey, what were the numbers like for frontline staff? That's where the rubber meets the road!

We have guided our facility leadership teams to roll out "must have" tactics like AIDET, bedside shift report, senior or nurse leader rounding and hourly rounding. These are effective, evidence-based and impactful tactics. All these things, however, are of little importance if we do not understand the connection to HCAHPS and the "why" behind these essential tactics.

I have prepared a PowerPoint about the survey and, in the coming months, **Laura Babbage**, market director for service excellence, and I will be traveling to all of the remaining operations hospitals to provide the same session. We will work with each leadership team for a facilitated survey review session for frontline staff. My bet is that you will have your own V8 or Aha! moment after you take the survey.

Living Our Mission FY2018 Goals and Year-End Performance 2018		
Composite Measure	FY2018 Goal	Year-End Performance
<b>Quality</b>	<b>75th percentile</b>	<b>79th percentile</b>
<b>Safety</b>	<b>75th percentile</b>	<b>84th percentile</b>
<b>Patient Experience</b>	<b>75th percentile</b>	<b>41st percentile</b>
KentuckyOne Health Performance Period: April 2017-March 2018    Baseline: CY2016 2019 goal is 75th percentile		

We know that the concept of service excellence or patient experience is related to a patient's direct and indirect experience in a hospital or health care system, and interactions with health care providers, especially communication, are key to patient satisfaction. We appreciate the care and consideration you provide our patients each and every day. You have my word that elevating the bar for communication will start with me!

Please reach out to me at [kimberlyhatchel@sjhlex.org](mailto:kimberlyhatchel@sjhlex.org) with questions or comments.

## Did you know?

### How are the composite scores calculated?

#### Patient Experience

- Eight individual metric scores are used to calculate the Patient Experience composite measure.
- Press Ganey is the defined data source and CHI Analytic Continuum is the single source of truth.
- The Patient Experience composite is calculated by taking the mean of the eight top box percentile rank scores.

*This is same method used by CMS and has been confirmed and validated by Press Ganey.*

# Fine-Tuning the Patient Experience at Saint Joseph Berea

By Leslie Adams, DNP, RN, Director of Nursing, Saint Joseph Berea

Over the past 20 years, we have set out with absolute purpose to find the magic formula that compels the majority of our patients to give us the highest possible scores on patient satisfaction surveys. The truth is, there is no simple recipe. It is more about taking the strategies and playbooks that have been imparted to us, fine-tuning them to fit the culture and community of those we serve, conducting trial and measurement, then hardwiring what works.

The magic is in the fine-tuning.



At Saint Joseph Berea, we looked at the areas that had the highest “first-impression” potential then

dug deep to uncover the specific elements over which we had the greatest control; for instance, decreasing emergency department wait times. In addition to implementing the required components of the most recent emergency department throughput initiative, we looked deeper.

Often, there was a significant delay from the time of acute care admission to actual transfer to the assigned unit resulting in dissatisfied patients. In a small, rural hospital, relationships are everything. Further, people are more likely to respond positively to those with whom they have a good rapport. That served as the jumping off point for the implementation of interdepartmental rounding. The department managers and their nurse charges visit each other’s departments

regularly to establish better relationships and hear both wins and opportunities in the admission process firsthand. In addition to improving scores, the overarching goal is creating an environment that exudes the components of our mission and core values.

I am excited to share this more creative and facility-specific solution to assist in improving patient satisfaction scores, but we have implemented several other things that have also been successful. We practice 30-minute rounding in the emergency department, hourly rounding in the inpatient units and bedside shift report. More recently, we established a “No Pass Zone” on the med/surg floor, which is not yet in the muscle-memory of all staff, but is very close. The “No Pass Zone” encompasses the entire medical/surgical floor. When a call bell is lit, any staff member who passes stops to check on the patient and notifies either an RN or PCA of the patient’s needs – but doesn’t turn off the call light. It assures the patient that their needs or concerns are being addressed in a timely manner.

Lastly, I believe that hiring for fit has been a fundamental piece in the achievement of Saint Joseph Berea’s impressive patient satisfaction scores. It is crucial to ensure that the culture of the facility and the personality and experience of the candidate are in sync. At Saint Joseph Berea, we realize that while the small, family-like atmosphere is attractive, the ability to function confidently without an extensive amount of support can be overwhelming to some. In every interview we keep in mind that happy staff members equal happy patients.

# Becoming ‘Stroke Ready’ at Saint Joseph Mount Sterling

By **Tiffany Pollock**, BSN, RN, Manager, Emergency Department, Saint Joseph Mount Sterling

**S**troke is the fifth leading cause of death and a leading cause of serious, long-term disability in the United States, according to the American Stroke Association. If you are having a stroke, time is critical. Immediate treatment may minimize the long-term effects of a stroke and

this certification, education was provided to a multidisciplinary team within the hospital and to local EMS. We are working with the Neuro Services market leader on policy development, process improvements and a seamless transfer process.

time and the door-to-transfer time. This data helps gauge the success of the “Code Stroke” process. We analyze every activation, looking for opportunities to improve our processes.

Through this process, a “Code Stroke” policy was created. “Code Stroke” is activated on any patient with stroke symptoms. A multidisciplinary team responds to each activation. This team consists of a physician, nurses, respiratory therapist, phlebotomist, pharmacist and radiology technicians. Each team member has an integral part in the “Code Stroke.”

The Joint Commission has several requirements to obtain the “Acute Stroke Ready Hospital Certification.” SJMS is diligently working on these requirements. By obtaining this certification, SJMS will make a positive impact on patient outcomes within the community. As part of this effort, SJMS has provided stroke education within the community to promote awareness.

The go-live date for “Code Stroke” was May 31, 2018. Since that date, “Code Stroke” has been activated 13 times. Multiple pieces of data are collected on every activation. The most important pieces are the door-to-TPA (clot-dissolving medication)

Becoming “Stroke Ready” is one of the initiatives in our *Renew* strategic plan for 2018-2021, where we’ve identified a number of action items for growth, quality improvement, and efficiencies aimed at improving care and service for the patients and community served by Saint Joseph Mount Sterling.

even prevent death. Treatment will vary depending on what type of stroke you have. You can receive a clot-dissolving medication within four and a half hours of symptom onset or you can have the clot manually removed within six to 24 hours of symptom onset.

Saint Joseph Mount Sterling (SJMS) is committed to providing prompt recognition and treatment of stroke patients. This is why SJMS is seeking “Acute Stroke Ready Hospital Certification” through The Joint Commission. This certification, developed in conjunction with the American Heart Association/American Stroke Association, recognizes hospitals that meet standards to support better outcomes for stroke care. To help prepare for



The Emergency Department team at Saint Joseph Mount Sterling has been working to make the hospital “stroke ready.”

## CODE STROKE | ACT F.A.S.T.



**Face** – facial droop; uneven smile



**Arm** – arm numbness; arm weakness



**Speech** – slurred speech; difficulty speaking or understanding



**Time** – Saint Joseph Mount Sterling has adopted a “Code Stroke” policy to be activated quickly on patients with stroke symptoms

# Meet Kami Poole-Warder, Our New Chief Nursing Officer at Flaget Memorial Hospital

By **Mary Branham**, MA, Market Director, Communications

**K**ami Poole-Warder, RN, MBA, CCM, Alumnus CCRN, was drawn to Kentucky for two reasons – it brings her back to the “beautiful South” and gives her an opportunity to grow as a nursing leader.



Kami joined Flaget Memorial Hospital as its chief nursing officer on July 9. She has more than 25 years of acute care nursing experience, with 16 years of health care management experience, most recently serving as system supervisor for utilization management at University of Colorado Hospital.

“...always keep the patient at the center of what you do.”

“Over the past 26 years, I have had the privilege to work in a variety of settings, which has helped me grow and understand the complexities of health care and how to better serve our patients,” she said. “It has taught me to not have blinders on.”

Kami received her Bachelor of Science in Nursing from Brenau Women’s College in Georgia and her Master of Business Administration from Brenau University in Georgia. While in

college, Kami worked as an EKG tech, which, she said, “helped guide me to work in the coronary care unit as a new nursing graduate.”

Her career has spanned a variety of roles in health care, including positions in case management, as clinical director of emergency department services, nursing informatics, administrative nursing supervisor and staff nurse.

She has seen many changes over her 25 years in nursing, “but the advancement in technology stands out the most,” she said. “Nurses have so much information available to them now with a touch of a button. The integration between systems, devices, patients having more access to their record/care and more avenues for timely communication, just to name a few.”

With the constant changes in health care, Kami has this advice for younger nurses: “Be inquisitive, grow your critical thinking skills and always keep the patient at the center of what you do.”

Kami, a native of Gainesville, Georgia, lives in Bardstown with her husband, Matt, and their four children. A “HUGE bonus” for the location, she says, is that it is within driving distance to both sides of their family in Georgia and South Carolina.

## Following My Heart : David Brumit Shares His Journey in Psychiatric Nursing



**David Brumit**, BSN, RN-C  
Our Lady of Peace

I started my journey as a nurse at Indiana University Southeast where I received my bachelor’s degree in nursing. I knew from the beginning of my career that psychiatric nursing is where my heart lies. I have always been fascinated by mental illness and how it is treated. I was drawn to psychiatric nursing because of how it utilizes a holistic biopsychosocial approach to the treatment of mental illness. I believe that other professions in mental health utilize a less well-rounded approach.

While in nursing school I did a pediatric psychiatric clinical rotation and really enjoyed working with this population. When I graduated, I decided to apply this passion by working at Our Lady of Peace, where I work on an inpatient unit with 11- to 15-year-olds. It is both

challenging and rewarding to work with this patient population. A large portion of my patients have experienced a great deal of hardships in their relatively short lives. Many have histories of neglect, as well as physical, sexual and emotional abuse.

I find that utilizing empathy and applying the concepts of trauma-informed care are vital to my role. Self-care is also important due to the mentally and emotionally exhausting nature of the job.

Psychiatry and psychiatric nursing are rapidly advancing fields. I recently sought, and acquired, board certification in psychiatric nursing because I believe that obtaining my certification will allow me to bolster my knowledge in quality behavioral care, as well as allow me to apply the latest evidence-based nursing practice in my day-to-day work. My next career goal is to return to school and become a Psychiatric-Mental Health Nurse Practitioner to take my ministry of care to the next level.

# Elevating Our Emergency Departments to the Next Level

By **Missy Hicks**, MBA, BSN, RN, Market Director, Emergency Services

**W**hat could elevate our emergency departments' patient experience more than knowing any visit within our system will provide the same great quality patient care in a safe environment? KentuckyOne Health is driven to standardize the process



**Missy Hicks, MBA, BSN, RN, is the new market director of emergency services.**

.....  
within all our emergency departments so that efficiency and care is optimized. Among the things we will focus on will be our performance metrics, quality, the patient experience, stroke care and STEMI care, just to name a few. By following evidence-based practice guidelines, we can further advance our standards of care and quality while increasing our ability to serve our communities.

The emergency department is a diverse and fast-paced environment. The staff strive daily to achieve high-quality, efficient, evidence-based care that

meets the needs of both the acutely ill and the chronically ill patients. Here, the expectation is that the nurses and physicians, along with a multidisciplinary team, are constantly ready and highly skilled and flexible in this ever-changing environment. That means from the moment the patient enters our door, we are focused on the complete picture, down to follow-up care when the patient is discharged. The goal has always been to provide high-quality care to each patient who presents through our doors.

It is our mission to bring wellness, healing and hope to all, including the underserved. While our mission will remain the same, we want to take our emergency departments to the next level and elevate patient care as described in our strategic plan for 2018-2021, "Renew."

It is also important to take this message to those we serve – being involved in community events, building relationships

with physicians, reaching out to community programs and developing relationships with sponsors. In addition, we will continue to build and foster

existing relationships in the community with our local EMS partners to incorporate team performance. Incorporation of team performance is a way to drive quality and excellence from the first contact in the field until the patient actually leaves the

emergency department. Our patients' lives depend on our ability to work together in unison, striving always to utilize best practice.

Concentration on these partnerships will enhance the elevated care that we provide to our patients. This will transform the health of our communities for future patients and ensure that the communities understand where to go first for high-quality emergency care.

**renew**  
KentuckyOne Health

### Our New Strategic Vision

While our mission will remain the same, we want to take our emergency departments to the next level and elevate patient care as described in our strategic plan for 2018-2021, "Renew."

## KentuckyOne Nurse

**Editorial Board** **Kimberly Hatchel**, DNP, MHA, MSN, RN, CENP, Senior Vice President/Market Chief Nursing Officer; **Cinda Fluke**, M.Ed., BSN, RN, NEA-BC, Vice President of Operations, Saint Joseph Mount Sterling; **Marguerite Reed**, RN, RN-Educator, Flaget Memorial Hospital; **Lisa Lockhart**, MSN, RN, MHA, NE-BC, Director, Nursing, Saint Joseph East; **Daniel Andrews**, MBA, BSN, RN, CEN, Manager-Nursing, Saint Joseph Jessamine; **Melissa Hicks**, MBA, BSN, RN, Market Director of Emergency Services; **Mary Branham**, MA, Market Director, Communications and **Kara Fitzgerald**, BA, Division Manager, Communications

*KentuckyOne Nurse is a quarterly publication produced by the KentuckyOne Health communications team for markets served by these facilities: Flaget Memorial Hospital, Our Lady of Peace, Saint Joseph Berea, Saint Joseph East, Saint Joseph Hospital, Saint Joseph Jessamine, Saint Joseph London and Saint Joseph Mount Sterling.*

To contribute a news article or announcement, please contact [kentuckyonenurse@kentuckyonehealth.org](mailto:kentuckyonenurse@kentuckyonehealth.org) or 859.313.2642.