

## Nurse Leader



## In the Spotlight

**Bing Wood, DNP, ARNP**  
Administrative Director  
of Critical Care

I earned my BSN in 1979 from Mountain View College, Philippines and began my career as a nurse in the emergency department and was later assigned to the pediatric ward. In 1982, I had the opportunity to work in Riyadh and Albaha, Saudi Arabia and was assigned to a Neonatal ICU. Three years later, I was fortunate to relocate to Florida and worked in Palm Springs Hospital in the adult ICU and CCU. I was missing being a pediatric nurse and my research of hospitals led me to MCH, where I initially worked as an agency nurse assigned mostly in PICU and NICU. In 1987, I became a full-time staff member in PICU. Later I was promoted as PICU Manager on night shift. In 1989, another opportunity opened up and I was promoted to Operations Administrator for critical care, working weekends and nights. Nine years later, I returned to PICU as Nursing Director for 11 years. In 2009, I was promoted to Administrative Director of Critical Care and Pulmonary Services.

As a recognized leader in the South Florida community and throughout the country

## Why Magnet Recognition?

By Joy Ortiz, NICU Nurse Manager

**A**bout 20 years ago, the American Academy of Nursing began a study reviewing the reasons that certain hospitals recruited and retained highly qualified nursing staff during a period of severe nursing shortages nationwide. It became the academy's mission to find out what was right about nursing work environments rather than focusing on those with problems.

The academy discovered that certain common components linked the successful organizations. These components became known as the "forces of magnetism." There are currently 391 hospitals in the United States and four international facilities recognized by the American Nurses Credentialing Center (ANCC) for excellence as Magnet-designated facilities. Magnet nursing care has been proven through research and evidence-based practice studies to have a major positive impact on patient outcomes and care.

Magnet is not a set of rules that direct-care nurses need to memorize in order for their hospital to earn an award. Rather, Magnet designation recognizes hospitals that provide a work environment for nurses that supports recruitment and retention of highly qualified and competent nursing professionals by providing a workplace that creates opportunity and support for nurses' professional growth and leaders that truly motivate and nurture staff. The Magnet designated facility is a place that has best patient outcomes due to the professional development of competent and engaged caregivers.



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## Nurse Leader In the Spotlight

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I was involved in many projects within the hospital, but in particular in national initiatives improving the healthcare of children. I led in the establishment of "Humpty Dumpty: Pediatric Patient Falls program." This program is now being used by over 400 hospitals throughout the United States and in the world. I also was a leader in promoting reduction of BSIs throughout the hospitals. The NICU has now achieved over two years with ZERO BSIs in some of the most critically ill children in Florida.

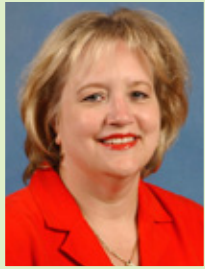
I received several recognitions but most notably a Special Recognition of bringing organ donation to "life" by establishing a memorial tree for families who have donated their child's organs to others so that they might live. My career path has been based upon clinical excellence, leadership and mentoring of others to achieve the same. In 2011, together with the ICU nursing leaders and staff, we worked together to apply for AACN's Beacon Award which was awarded to PICU, CICU and NICU in 2012.

I served in several organizations and was President for South Florida Organization of Nurse Executives, Sigma Theta Tau, PI chapter, treasurer for FNA, district V and committee member for Florida Organization of Nurse Executives.

I completed the MSN, ARNP from Florida International University in 1997 and DNP program at the University of Miami School of Nursing and Health Sciences in 2011.

I enjoyed the time I spent with my family, as an avid fan of the Tigers baseball team. We traveled once from Florida, Ohio, Michigan and New York catching baseball games from different fields. We loved our once a year vacation that is either a cruise, watching glaciers in Alaska and most recently the helicopter ride in Grand Canyon as well as watching Vegas shows. Disney is still the favorite vacation hop for the whole family.

My two kids are both in College, Katrina is in her last year of nursing in Nova Southeastern and Zachary hopes to start a career as a physician assistant.



### From the Desk of Jackie Gonzalez

Dear Nursing Team:

I can hardly believe that we are facing the last weeks of another great year at Miami Children's Hospital. As we pass through the holidays I am reminded of how fortunate we really are even as we struggle to make sense of the horrible tragedy in Connecticut and the loss of precious young lives.

The heartbreaking events only serve to reinforce our commitment as a nursing staff to doing our utmost to help prepare bright futures for the children and families we serve as they go through their own health challenges.

Our lives are enriched as we serve the children of this community, and each year flies by, measured by progress in initiatives intended to advance pediatric care in our community and beyond.

To that aim, this year we have received national recognition and we have tremendous milestones to celebrate. By now you all know that we have joined an elite small group of children's hospitals to achieve Beacon Awards for Excellence for all three of our intensive care units. The PICU and NICU each received a Gold Award and the CICU earned a Silver Award. The ECMO program received national recognition for excellence also.

For patients and families, these awards provide peace of mind, signifying the exceptional care offered through the units and high patient satisfaction. Units that attain Beacon Award recognition set the standard for excellence in acute and critical care environments.

Also at top of mind as we conclude the year is our upcoming Magnet renewal preparations. This process is always a special time for us as it focuses us intently on the many strengths of our nursing team. We are busily preparing additional requests for more information from our appraiser team.

Being an MCH nurse brings with it a special and important responsibility to the health and development of children. We embrace this commitment when we hold a child's hand as he or she goes through challenging situation and when we hold the hands of family members as they wait in hopes of a child's recovery. Thank you all for always rising to the occasion to be there for the children and their families. Happy Holidays! I look forward to a bright 2013!!!

Sincerely,

**Jackie Gonzalez, MSN, ARNP, NEA-BC, FAAN**

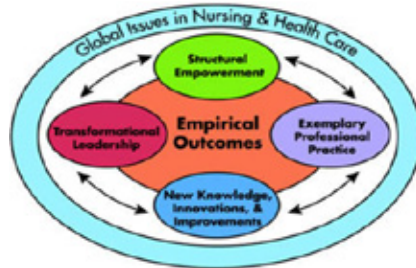
Senior Vice President / Chief Nursing Officer / Patient Safety Officer



# Simplifying the Magnet Model

By Joy Ortiz, NICU Nurse Manager

**T**he Magnet model, pictured above, has four main components, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations & Improvements and Transformational Leadership. Each component encompasses a set of practices expected of a Magnet facility. Magnet designation depends on sustained positive outcomes resulting from a hospital's participation. Encircling the Magnet model is a reminder that addressing global issues in nursing and healthcare is also key and that nursing teams should reach out to nurses overseas to seek ways to decrease RN turnover, lower vacancy rates and improve the quality of healthcare.



To demonstrate Exemplary Professional Practice, there must be evidence of a nursing professional practice model that shows how nurses practice, collaborate, communicate and develop professionally to provide the highest quality of care. The model encompasses a conceptual framework (Dr. Kolcaba's Comfort Theory of Nursing) which was chosen by MCH nurses. Areas that are addressed within Exemplary Professional Practice include patient satisfaction, workplace and patient safety, addressing caregiver stress, diversity, ethics, accountability and collaboration with other disciplines. Below is nurse theorist Katharine Kolcaba, who met with nurses to reinforce the correlation between nurse and patient comfort to improved patient outcomes.



New Knowledge, Innovations & Improvements is a component that ensures nurses have the skills and knowledge to manage a challenging and increasingly diverse healthcare environment. Nurses are supported to seek new knowledge regularly in the form of research projects and updated evidence-based practices. What was good nursing 10 and even five years ago may not be acceptable practice today. A Magnet hospital's nursing core is always

reaching to learn new practices, improve on existing ones and embrace cutting edge technology to advance the level of patient care. Patient care innovations such as the Hygreen hand hygiene system and the incorporation of falls teaching into the bedside computer Get Well Network are two innovative ways that are provided to MCH nurses to increase patient safety.



Finally, Transformational Leadership must be evident to achieve and retain Magnet status. Nursing leadership is expected to value and encourage nurses at all levels. They must advocate for resources for nurses and use input from direct care nurses to improve the work environment and patient care. The CNO needs to be able to influence organization-wide changes and secure the resources for that change. Exemplifying this component, nursing leadership guided nurses through the implementation of the PEDS EMR, an effort requiring the massive coordination of nurses along with other disciplines to ensure quality outcomes. Additionally, Sr. Vice President and Chief Nursing Officer Jackie Gonzalez, MSN, ARNP, NEA-BC, FAAN is responsible for originally bringing the idea of LifeWings to the hospital leadership team. Through her influence, LifeWings was incorporated throughout the nursing organization and has been providing nurses with patient safety tools that have impacted patient outcomes hospital wide.



To incorporate the Structural Empowerment component fully, a facility must have demonstrated that nurses throughout the organization are involved in self-governance and decision-making activities (councils and committees) that establish high standards of practice and address issues of concern promptly and efficiently. The facility must support nurses' professional development and membership within professional organizations as well as continuing education. It must also be recognized that the community values the work done by nursing as evidenced by awards and recognition at the local, national and international levels. Below is an image of the ELSO Center of Excellence award, given to the MCH Pediatric Intensive Care Unit by the Extracorporeal Life Support Organization, an international consortium of health care professionals and scientists who are dedicated to the development and evaluation of novel therapies for support of failing organ systems.



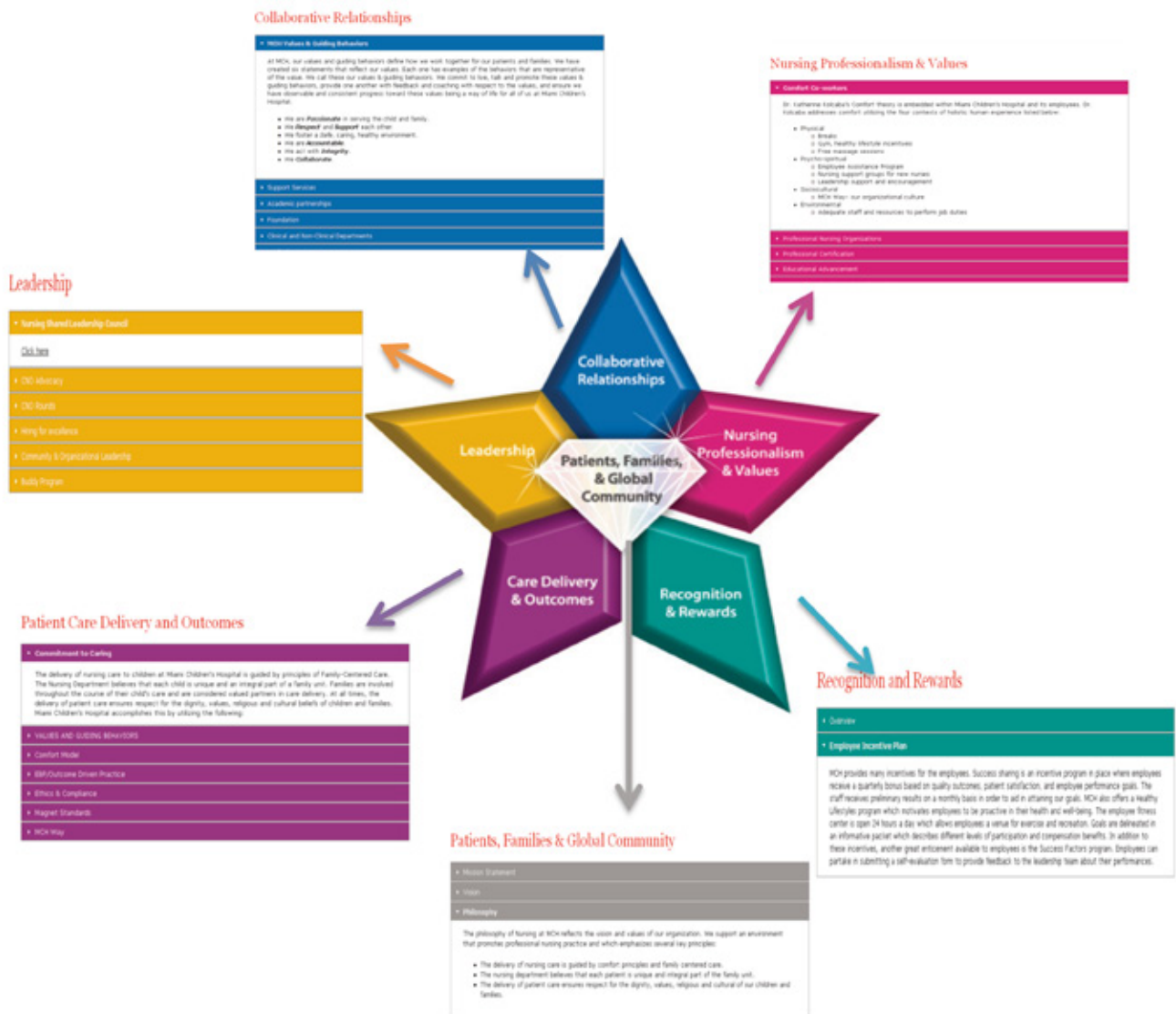
# What is the Nursing Professional Practice Model? What does it Mean for Me?

By Joy Ortiz, NICU Nurse Manager

**T**he MCH Nursing Professional Practice Model (PPM) is a description of the nursing environment within which we practice. It reflects the support and opportunities given by MCH to nurses for achieving and sustaining professional excellence. It was chosen by MCH nurses and for MCH nurses. The PPM describes the framework within which we practice, which reflects transformational leaders that hire for excellence, collaborative relationships that enhance our practice, nursing professionalism and values that develop our

skills and continuing education, recognition and rewards for a job well done and the method by which we deliver patient care, utilizing the ANA Code of Ethics and Magnet standards. Embedded throughout the PPM is the conceptual framework, Dr. Kolcaba's comfort theory. At the center is the nursing vision, mission statement and philosophy, which is in alignment with the organization's "We provide hope through advanced care for our children and families" and "We will be where the children are."

Log on to [mch.com](http://mch.com) and find the nursing web page under the heading "For Medical Professionals." At the left of the page is a link to the professional practice model. Explore the model by clicking on each of the interactive points of the star to discover the practice environment that supports our award winning nursing staff.





# New Customer Satisfaction Survey Tool

By Daisy Mora, Manager Ambulatory Surgery

**T**he MCH currently uses a satisfaction survey tool called Healthstream. Currently Healthstream has transitioned most of its customers to HCAHPS survey tool and MCH has decided to voluntarily do so mid shift in the year because by October of 2012 it will be mandatory for all hospital to change to this new survey tool. HCAHPS known as Hospital Consumer Assessment of Health Providers and Systems is a standardized government survey. The core survey contains 18 items that ask ‘how often’ or whether patient experience a critical aspect of hospital care, rather than were they “satisfied with care”.

HCAHPS focuses on “overall satisfaction,” offering opportunities for improvement through mid shift action. MCH can improve overall patient satisfaction in 2012. Our survey tool and scoring scale previously involved a five-point scale: completely satisfied, very satisfied, somewhat satisfied, somewhat dissatisfied,

very dissatisfied. Now we have a four-point scale: always, usually, sometimes, and never satisfied. The previous metric was a mean score and the new metric is a top score, in other words a percentage of survey respondents that give you the top score on a question. The way the hospital can improve the overall rating question, is by concentrating on the priority questions that correlate highest and will make the biggest impact toward improving the overall rating.

Since each department is unique, each will have a different Top Box Overall Satisfaction Goal. Since implementing HCAHPS in the second quarter we have seen an increase in Top Box Overall Satisfaction in many departments and in the third quarter even more departments are having Top Box scores. MCH has implemented a Champions of Service Excellence Award for inpatient and outpatient customer satisfaction. For the second quarter, it was awarded to 3 North for Inpatient and

Ambulatory Surgery for Outpatient. Congratulations to both departments.

Together we can all strive for greatness in Customer Satisfaction!





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**Jackie Gonzalez, ARNP, MSN, NEA-BC, FAAN**  
Senior Vice President  
Chief Nursing Officer

**Marcia Díaz de Villegas**  
Director of Marketing and  
Public Relations

Marketing Editor:  
**Rachel Perry**

Nursing Editor:  
**Carolyn Ramirez, RN**

Contributing Writers:  
**The nursing staff of  
Miami Children's  
Hospital**

Layout: **Roberto Perez**

Photography:  
**Edgar Estrada,  
Steven Llanes,  
Juan Carlos Rabionet**

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Articles accepted must be written by MCH nurses, previously unpublished and don't forget to include your full credentials for credit.

# Congratulations To The Critical Care Team!

*By Bing Wood, DNP, ARNP, Administrative Director of Critical Care*

**T**he Pediatric Intensive Care Unit (PICU) and Neonatal Intensive Care Unit have received a Gold Beacon award for excellence by the American Association of Critical-Care Nurses (AACN). CICU received a Silver level distinction.

For patients and families, the Beacon award signifies exceptional care through improved outcomes and greater overall satisfaction. The gold award is the highest recognition level which demonstrates excellence in unit performance and patient outcomes.

The AACN created the Beacon awards to recognize hospital nursing units that improve every facet of patient care. For the critical-care nurses, a Beacon award signifies a positive and supportive work environment as well as great collaboration between colleagues and leaders.

## The Beacon Award Criteria

In 2010, AACN updated the criteria for the Beacon Award for Excellence. The award continues to incorporate:

- Leadership Structures and Systems
- Appropriate Staffing and Staff Engagement
- Effective Communication
- Knowledge Management and Best Practices
- Evidence-based Practice and Processes
- Patient Outcomes

Units that apply for Beacon Award recognition set the standard for excellence in acute and critical care environments by collecting evidence-based information. Patient safety and quality programs, such as the Leapfrog Group Hospital Quality and Safety Survey, regard the Beacon Award as a significant achievement in their evaluation process.



In 2010, the nursing leadership of the Critical Care set their goals to achieve a Beacon award. The journey was long and challenging. Major efforts were focused on establishing standardized guidelines and protocol to drive and sustain the patient quality outcomes. With collaboration from all of the ICUs, the team met weekly to write the documents. Evidence-based practice and processes were translated to bedside practice and hardwired to further sustain results. The leadership engaged staff to drive many of the initiatives.

Several staff led initiatives include raising funds so some staff can have an opportunity to attend NTI, an annual AACN conference, and further increase their knowledge on patient management and best practice. Souerette Joseph, RN, CCRN, PICU staff will bring a huge pot of home cooked soup every Friday night to sell to staff and families. The revenue resulted in sending 2-3 staff to attend the NTI.

The critical care units PICU, NICU and CICU have shown the way, setting an example that serves as a beacon for other departments, hospital and healthcare facilities to use, navigating the rough waters of critical care nursing. This national award recognizes our critical care team for achieving the highest outcomes and for being a beacon of light, an inspiration, to other departments and critical care in the country. There are only six hospitals, 13 critical care units in the country that have received the Gold level award. MCH critical care departments (PICU & NICU) are first in Florida to achieve this distinction of Gold level Beacon award. NICU is second in the nation to receive the Gold level. "This recognition demonstrates the commitment of our outstanding staff in advancing care excellence and optimal outcomes," said Jackie Gonzalez, senior vice president and CNO at Miami Children's Hospital. "We are delighted to be recognized for this tremendous achievement as it speaks to our dedication to the families in our care."