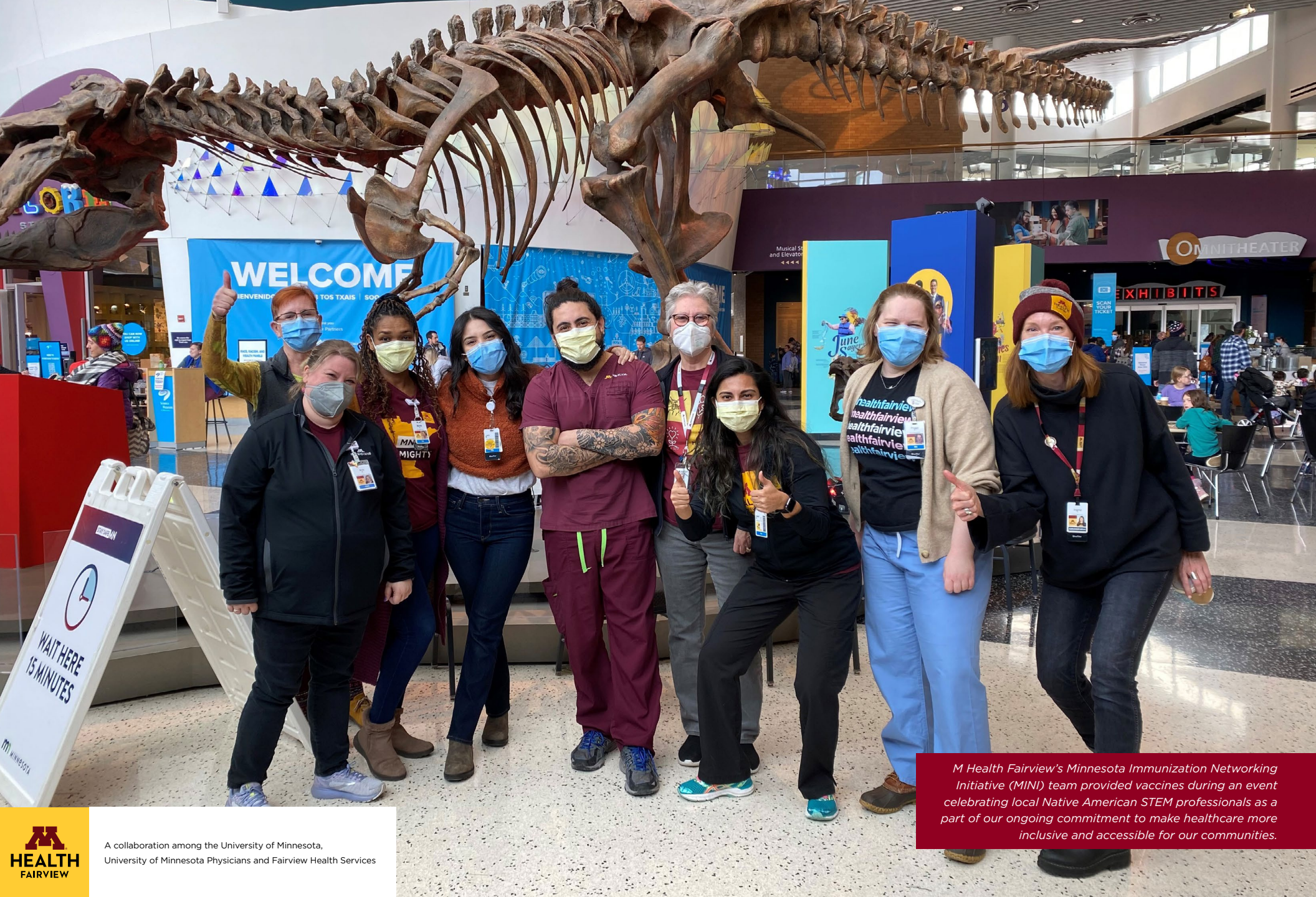




**GROWING IN
PURSUIT OF
EXCELLENCE**

**SYSTEM NURSING
ANNUAL REPORT**

2023



M Health Fairview's Minnesota Immunization Networking Initiative (MINI) team provided vaccines during an event celebrating local Native American STEM professionals as a part of our ongoing commitment to make healthcare more inclusive and accessible for our communities.



A collaboration among the University of Minnesota, University of Minnesota Physicians and Fairview Health Services

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GREETING FROM OUR CHIEF NURSE EXECUTIVE

Welcome to the 2023 System Nursing Annual Report. I'm proud to represent the amazing accomplishments of our dedicated nursing team – almost 9000 members strong – in the pages of this report. We have wonderfully diverse staff – diverse in talent, history, and culture – and together we have achieved what many would have considered impossible by demonstrating resilience and innovation in best practices in our turbulent healthcare environment. We created a system and culture of person-centered care, elevating our quality, safety, and patient experience. As a system, we are continuously evolving to meet the ever changing challenges and needs of our community.

The end of 2023 marks a transition for me professionally, as I reflect on my 41-year career as a nurse and nurse leader with pride and gratitude and move on to new adventures. While our health system continues to push forward through tough headwinds, I am confident we have the people to lead us, advance our work, and continue to serve our communities as we grow in pursuit of excellence.

To our talented nurses, thank you for another year of exceptional contributions to our system. I will always be a friend and advocate for our M Health Fairview nursing team. Thank you for allowing me to serve each of you. I will keep you all close in my heart.

Warmly,

Laura Reed



LAURA REED
RN, DNP, MBA
Chief Nurse Executive
Chief Operating Officer
(Retired)

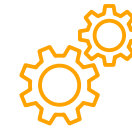
EXECUTIVE NURSE LEADERSHIP



LINDA WICK
MS, APRN, CHFN
Associate Chief Nurse Executive



JULIBETH LAUREN
PhD, APRN, ACNS-BC
Vice President, Nursing Practice,
Clinical and Patient Education



ANNE LAFLAMME
RN, DNP
Vice President, Chief Clinical
and Nursing Informatics Officer



MARIA I. RAINES
DNP, MS, APRN, ACNS-BC
Lead Chief Nursing Officer



NURSES BY THE NUMBERS

TOTAL RNS IN ALL SETTINGS

Includes leadership, M Health Fairview, Ebenezer, Grand Itasca, and Fairview Range

8,942

NUMBER OF CERTIFIED NURSES

Excludes Ebenezer, Grand Itasca, and Fairview Range

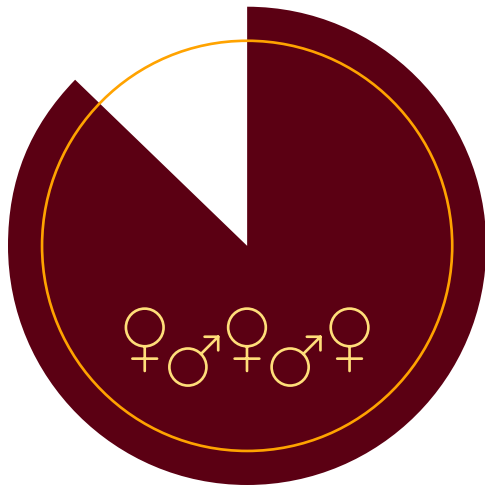
1,683

NURSES BY GENDER

Excludes Ebenezer, Grand Itasca, and Fairview Range

87.47%
FEMALE

12.53%
MALE



At M Health Fairview, our nurses play an important role in decision-making groups, including system and site nursing councils, Community Health, Credentialing, Environment of Care, Falls, Medical Executive, Quality and Safety, Employee Safety and Violence Prevention committees, and more. Nurses provide valuable insight and experience to influence and improve patient care as part of these teams.



NUMBER OF NURSES BY SITE

- 3,485** M Health Fairview University of Minnesota Medical Center and M Health Fairview Masonic Children's Hospital
- 1,310** M Health Fairview Southdale Hospital
- 908** M Health Fairview St. John's Hospital
- 750** M Health Fairview Ridges Hospital
- 495** M Health Fairview Woodwinds Hospital
- 465** Ambulatory
- 366** Leadership
- 331** Post Acute
- 236** Corporate (P & E, Infection Prevention, Quality, EOHS, etc.)
- 225** Fairview Range Medical Center
- 217** M Health Fairview Lakes Medical Center
- 199** Grand Itasca Clinic & Hospital
- 138** M Health Fairview Northland Medical Center
- 101** Fairview Home Infusion
- 82** M Health Fairview Bethesda - LTACH



ETHNICITY

Excludes Ebenezer, Grand Itasca, and Fairview Range

78.28%

WHITE

9.46%

BLACK OR AFRICAN AMERICAN

7.52%

ASIAN

2.12%

TWO OR MORE RACES

2.11%

HISPANIC OR LATINO

0.46%

AMERICAN INDIAN/ALASKA NATIVE

0.05%

HAWAIIAN/PACIFIC ISLANDER



HIGHEST DEGREE LEVEL

Excludes Ebenezer, Grand Itasca, and Fairview Range

36.79%

BACHELORS IN NURSING

11.63%

ASSOCIATE DEGREE IN NURSING

3.77%

MASTERS IN NURSING

0.43%

DIPLOMA OF NURSING

0.28%

DOCTORATE OF NURSING

0.04%

POST BACH CERTIFICATE NURSING

47.06%

NONE ENTERED

NURSE ENGAGEMENT

GROWING IN PURSUIT OF EXCEPTIONAL EXPERIENCES

Recruiting and retaining amazing nurses is a priority for our system. While the talent acquisition team focuses on building relationships with nursing candidates to share all our opportunities and benefits, the nursing leaders and teams on units across the system welcome new team members and engage them in our shared goal to create exceptional patient and nurse experiences.

Over 2800 nurses joined our system in 2023. The talent acquisition team collaborated with leaders to reduce our overall vacancy rate and the use of temporary agency nurses. Many temporary nurses like our system so much that they choose to stay. We have converted 60 former “traveling nurses” to permanent staff members, contributing to a 67% reduction in agency use.

We partner closely with nursing schools regionally and worldwide to recruit top-notch nurses and provide educational assistance to support their success on their nursing board exams (NCLEX). In these efforts, our nursing leaders and Clinical Workforce Pathways teams provide contingent offers to nurse interns with a 96% acceptance rate, they also provide NCLEX preparation assistance and partner with Minnesota nursing programs to facilitate priority hiring upon graduation. Once a nurse joins our system, we support their career development with specialty training opportunities.

We launched a groundbreaking Nurse Residency Pilot Program in 2023. This program transforms how we support our novice/new graduate nursing recruits and promises to be a valuable resource for our new nurses and our seasoned staff. The program offers an organized, structured, and practice-based learning environment that helps newly graduated nurses transition smoothly into the dynamic and fast-paced world of healthcare. It includes structured learning, mentorship, networking, and hands-on experience.

In 2023, we focused strategies on hiring international nurses to meet the needs of our patient care populations and fill critical staffing needs. We partnered with international nursing programs and hospital organizations in the Philippines and in Africa. The ability to work with national and



Michelle Nash, Maria Raines, and Tanya Velishek discuss our collaboration on nursing opportunities with representatives of Manila Central University (MCU) in the Philippines.

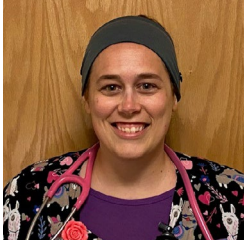
international nurses diversifies our workforce and underscores the importance in maintaining policies, practices, and attitudes that are respectful and inclusive. In 2023, Fairview hired 225 international nurses who are either in Minnesota or coming in the next year.

We also want our nurses to stay with us long after they join our team. Our 8.4% turnover rate of bedside nurses is significantly lower than the median national healthcare rate of 18%. In fact, it ranks in the top 10% benchmark for hospitals nationwide. We will soon roll out a career development tool that helps nurses map and explore career paths based on their experience and goals. We want to support our nurses as they grow and prosper in their practice with M Health Fairview.

NURSES WEEK 2023



CRITICAL THINKING AND RELATIONSHIP BUILDING KEY TO NURSING SUCCESS



Rissy McCray, RN, CMSRN

Rissy McCray, RN, CMSRN, became a nurse because she was fascinated with the science of medicine, but the real pull of the profession was the relationship-building aspect of nursing. Rissy, a certified medical-surgical nurse at M Health Fairview St. John's Hospital, loves getting to know

her patients and hearing them tell stories about their families and lives outside the hospital.

Critical thinking and time management are essential as she assesses each patient's needs and goals for each shift. But Rissy's passion centers on being present and active in her patient's care.

"I love to spend a little extra time with them so that they know that they are not just a task I have to check off my to-do list," said Rissy. "I want them to feel like they are still a person while in the hospital, and they still matter."

Rissy, a 2022 March of Dimes Heroes in Action award finalist, also brings that caring to her colleagues. She is co-chair of the unit council and led the charge to promote staff engagement. Her unit council encourages everyone to celebrate the positive contributions of coworkers at every shift huddle.

"Our Unit Council decided anyone can name a coworker who has done a good job during that shift," Rissy says. "We make the effort to tell them 'Job well done' during our beginning-of-shift huddle."

PEDIATRIC ONCOLOGY NURSE FATIYA KABATO, RN, BRINGS EXPERTISE AND A CARING HEART TO HER WORK



Fatiya Kabato, RN

Since she was a child in Ethiopia, Fatiya Kabato, RN, has always wanted to help people. When she moved to Minnesota in 2001, she didn't let language barriers or cultural differences keep her from pursuing her dream.

"I came here barely speaking English and I was immediately thrown into high school," Kabato said. "But I graduated and went on to get my nursing degree in 2008."

"I am honored to have touched the lives of so many patients and families during their difficult health journeys," Kabato said. "It is also rewarding when patients trust you with their care. My favorite part is empowering patients and families during those most vulnerable times, helping them feel strong and brightening their day even a little."

Kabato, who has served as a nurse for 14 years, brings her professional expertise and a caring heart to her work with young cancer patients and families at M Health Fairview Masonic Children's Hospital.



8.4%
TURNOVER RATE
(NATIONAL MEDIAN 18%)

2,807
NURSES JOINED OUR
SYSTEM IN 2023

REDUCED THE USE OF
TEMPORARY STAFF BY
67%

DIVERSITY, EQUITY, AND INCLUSION

PURSuing EQUITY TO REIGNITE YOUR NURSING SOUL

FUSION (Facilitators of Unity & Strengtheners of Inclusivity of Nursing) celebrated three years of working to dismantle racism, confront inequities, and create space for belonging and healing in nursing. Leaders of FUSION wrote about the pursuit of equity:

The dictionary defines activism as taking action to effect social change. We need both advocacy and activism in nursing, something FUSION is striving to achieve. Advocacy moves powers to act. Activism is the power. The mother of modern nursing, Florence Nightingale, once said, “Put the patient in the best condition for nature to act upon him,” meaning it is the role of nurses and other healthcare professionals to help improve a patient’s condition as well as their environment and community. FUSION believes nurses should use our power to create healing conditions for all our patients, families, and communities, especially those who are often marginalized in the communities we serve.

Marginalized or underserved people are those in our communities who do not have equitable access and outcomes to care because of the social determinants of health. They might not receive culturally competent, dignified and compassionate care because of their gender identity, cultural background, or their skin color. All these factors can influence how our patients are seen and the care they receive.



FUSION celebrates three years of working to create space for belonging.

As nurses, we are called to this profession because we want to care for our communities and our role is to place our patients in the best conditions for healing. FUSION believes you cannot practice nursing without pursuing equity. We are committed to doing the hard work of social change, because we are social creatures who need connection to survive and thrive.

This is hard, vulnerable work, but FUSION believes it will reignite our nursing soul. Pursuing equity makes space for everyone to live their best lives, and in turn, you will feel more seen, and you will cultivate a nursing practice beyond your wildest dreams.

SYSTEM AWARDS AND RECOGNITION

U.S. NEWS & WORLD REPORT RANKING 2023-2024

M Health Fairview University of Minnesota Medical Center is the only hospital in the Twin Cities ranked nationally for specialty care by U.S. News & World Report. M Health Fairview Ridges Hospital and Southdale Hospital were also named among the best in Minnesota.

Grand Itasca Hospital & Clinic

- High performing in maternity care.

M Health Fairview Lakes Medical Center

- High performing in one condition: Pneumonia

M Health Fairview Northland Medical Center

- High performing in maternity care.

M Health Fairview Ridges Hospital

- Top 10 in Minnesota; ranked #10
- High performing in eight conditions and procedures: Back surgery, chronic obstructive pulmonary disease (COPD), heart attack, heart failure, kidney failure, knee replacement, pneumonia, stroke. High performing in maternity care.

M Health Fairview Southdale Hospital

- Top 5 in the Twin Cities; ranked #4
- Top 10 in Minnesota; ranked #6 (tie)
- High performing in 11 conditions and procedures: Abdominal aortic aneurysm repair, colon cancer surgery, diabetes, heart attack, heart failure, hip fracture, hip replacement, knee replacement, pneumonia, prostate cancer surgery, stroke. High performing in maternity care.

M Health Fairview St. John's Hospital

- High performing in six conditions and procedures: Colon cancer surgery, diabetes, heart failure, pneumonia, prostate cancer surgery, stroke. High performing in maternity care.

M Health Fairview University of Minnesota Medical Center

- Top 5 in the Twin Cities; ranked #2 (tie)
- Top 10 in Minnesota; ranked #4 (tie)
- Cancer Care specialty ranked #37 in the U.S.
- Ear, Nose, and Throat specialty ranked #40 in the U.S.
- High performing in one specialty: Gastroenterology and GI Surgery.
- High performing in nine conditions and procedures: Colon cancer surgery; heart attack; heart failure; kidney failure; leukemia, lymphoma, and myeloma; ovarian cancer surgery; pneumonia; stroke; uterine cancer surgery.

M Health Fairview Woodwinds Hospital

- High performing in four conditions and procedures: Back surgery, hip replacement, knee replacement, pneumonia. High performing in maternity care.

U.S. NEWS AND WORLD REPORT 2023-2024 BEST CHILDREN'S HOSPITALS

M Health Fairview Masonic Children's Hospital is honored to be the highest-ranked children's hospital in the Twin Cities and second statewide behind Mayo Clinic. The hospital also received national honors in two specialty care areas: We were ranked 22nd in the nation in nephrology (kidney) care in partnership with Children's Minnesota and 48th nationally in gastroenterology and gastrointestinal surgery. It is the 16th year in a row that our children's hospital has earned national distinction from U.S. News & World Report.

U.S. NEWS AND WORLD REPORT 2023-2024 BEST NURSING HOMES

Two Ebenezer skilled nursing facilities, Meadows on Fairview in Wyoming, MN, and Aurora on France in Edina, MN, have been named as Best Short-term Rehabilitation facilities by U.S. News & World Report.

CMS STAR RATINGS 2023

The Centers for Medicare and Medicaid Services (CMS) announced their 2023 star ratings for quality. Five of our hospitals have ratings of four stars or higher. The CMS rating system is based on 57 quality measures.

5 star rated:

- M Health Fairview Woodwinds Hospital

4 star rated:

- M Health Fairview Lakes Medical Center
- M Health Fairview Southdale Hospital
- M Health Fairview St. John's Hospital
- M Health Fairview Ridges Hospital

NEWSWEEK AMBULATORY SURGERY RANKINGS

Newsweek magazine named four M Health Fairview centers on its "America's Best Ambulatory Surgery Centers" list for 2024. Our locations and their statewide rankings are:

- #1 - M Health Fairview Clinics and Surgery Center - Maple Grove
- #2 - M Health Fairview Clinics and Surgery Center - Minneapolis
- #7 - M Health Fairview Clinics and Specialty Center - Burnsville
- #13 - M Health Fairview Clinics and Specialty Center - Maplewood

Our Maplewood and Burnsville locations are jointly owned and managed in partnership with Surgical Care Affiliates (SCA). Our Minneapolis location is operated in partnership with University of Minnesota Physicians. Newsweek's annual list is based on quality scores from the Centers for Medicare & Medicaid Services and peer surveys sent to medical professionals working in ambulatory surgery centers across the nation.

BLUE DISTINCTION CENTERS

Blue Cross and Blue Shield of Minnesota named multiple M Health Fairview facilities as Blue Distinction Centers. The designation is a nationwide program for identifying high-quality providers of specialty care. Blue Distinction Centers are healthcare facilities and providers recognized for their expertise in delivering specialty care. Blue Distinction Centers+ are healthcare facilities and providers recognized for their expertise and efficiency in delivering specialty care.

- **M Health Fairview St. John's Hospital:**
Bariatric, spine
- **M Health Fairview Lakes Medical Center:**
Knee & hip replacement +
- **M Health Fairview Masonic Children's Hospital:**
Pediatric transplant, heart, kidney, liver, bone marrow/stem cell
- **M Health Fairview Northland Medical Center:**
Spine
- **M Health Fairview Ridges Hospital:**
Knee & hip replacement +, spine +
- **M Health Fairview Southdale Hospital:**
Bariatric +, cardiac +, knee & hip replacement +, spine +
- **M Health Fairview University of Minnesota Medical Center:**
Bariatric +, cellular immunotherapy CAR-T, knee & hip replacement +, spine +, adult transplant: heart, kidney, lung, liver, bone marrow/stem cell
- **M Health Fairview Woodwinds Hospital:**
Knee & hip replacement +, spine +



M HEALTH FAIRVIEW RIDGES HOSPITAL NAMED BEST MINNESOTA HOSPITAL WORKPLACE

M Health Fairview Ridges Hospital was awarded Best Minnesota Hospital Workplace by the Minnesota Hospital Association (MHA) at its annual meeting on September 21. The award is designed to honor hospitals that go the extra mile in enhancing employee satisfaction through basic or creative retention strategies.

Ridges has undertaken a wide range of initiatives to engage and support employees, create a sense of ownership, and recruit and welcome employees to the organization. Their work has successfully increased employee engagement scores, reduced job vacancies, and received recognition as one of Minnesota's best hospitals in a national magazine ranking.

"I was brought to tears when I heard that Ridges Hospital won this award," said Jenna Virant, vice president and chief nursing officer. "I feel so honored and blessed to be a part of such an incredible and dynamic team. I am so proud of how our frontline team members are engaged in change; they help us set priorities and actively drive improvement for better outcomes for our patients and staff."



Rahul Koranne, MD, CEO of MHA, presents the award to Dan Frechette, MD, vice president of medical affairs; Jamie Hornibrook, MHA, MA, FACHE, director; Jenna Virant, BSN, RN, MBA, vice president and chief nursing officer; and James Hereford, Fairview president and CEO.

FAIRVIEW RECEIVES HONORS FROM MHA FOR WORKFORCE INNOVATION

Fairview's commitment to members of the team starts well before their first day on the job. Our team members were honored with the Minnesota Hospital Association (MHA) Workforce Innovation Awards in April 2023. The awards recognize the outstanding work Minnesota hospitals and health systems are doing to invest in their staff.

Our Workforce Partnerships team was honored with MHA's Pipelines and Partnerships Team Award. The team develops inventive recruitment strategies to find and hire top talent and provide the resources that allow team members to explore and evolve their careers over time.

The team's work supports Fairview's role as an anchor institution, partnering with local communities and organizations to fill critical healthcare job openings in nursing, nursing support, allied health, and mental health.

Last year alone, Fairview hired over 2,000 external candidates through intentional outreach in our communities.

Tanya Velishek, MSN, RN, PHN, PNP-PC, manager of clinical workforce pathways and a pediatric nurse practitioner, was also recognized with MHA's Pipelines and Partnerships Leadership Award.

When Minnesota had a shortage of nursing assistants, Tanya partnered with local colleges and community-based organizations to support nursing assistant programs and went a step further: starting Fairview's onsite nursing assistant training program



The Workforce Partnerships team accepts their MHA Award.

called OnTrack. The program provides onsite job training to local community members, while paying trainees wages and covering the costs of their education upfront, removing a significant barrier to employment. Tanya and her team provide extra customized assistance to attendees if needed, including extra class time, ESL support, and test preparation.

Last year, 113 community members were trained as nursing assistants and then moved into positions throughout the system.

MHA GOOD CATCH FOR PATIENT SAFETY AWARD 2023 QUARTER 2

Michelle Kletti, RN, M Health Fairview Woodwinds Hospital

UNIVERSITY OF MINNESOTA MEDICAL SCHOOL 2023 JOLENE AND SHELLEY CHOU EXCELLENCE IN NEUROSCIENCE NURSING AWARD

- Kunsang Dorjee, BSN, CNRN, SCRN
- Scott Jensen, RN, CNOR
- Hannah Weller, RN-BSN



Scott Jensen, RN, CNOR, accepts his Excellence in Neuroscience Nursing Award.

RECOGNITION: DAISY AWARDS



M Health Fairview launched a new awards program to honor nurses and recognize the outstanding care they provide to patients and families. The DAISY Award® for Extraordinary Nurses is an international nurse recognition program that celebrates the compassion and skill nurses bring to patients.

The response to the awards has been overwhelming. M Health Fairview nurses received over 1,700 nominations in the first 10 months of the program and leaders honored over 60 nurses with a DAISY Award.



— WHAT OUR PATIENTS SAID ABOUT THEIR NURSES —



She believed me, listened to me, and offered some solutions. Then she gathered advice from colleagues and called my doctors to get a prescription. This was all while letting me and my family sleep.

She is responsible, empathetic, compassionate, patient, communicates well, and calm under pressure. She always carries a positive attitude and good sense of humor. Everything I find good in a nurse; she has ALL the qualities.

Their bedside manner was incredible, and such a joy to be around and their dedication to their patients is obvious. They showed an amount of empathy and compassion for us that I have never seen from a healthcare professional before. While having a baby in the NICU is never the ideal situation, knowing that this team is here to care for our baby has put us at ease and I am so glad to have worked with them.

He is a comforting light in the midst of darkness. He is the embodiment of a perfect nurse. He is intelligent and kind, and he has a gentleness about him that brings comfort to his patients and strength to his nursing staff in moments of crisis.

I could go on and on about how incredible she is and how our days and lives will forever be impacted by her care. She is simply the brightest part of our long journey, and we are so grateful for her.

She was extremely knowledgeable and explained the ins and outs of the care they would be receiving. She also encouraged and supported us nervous parents through our first “hand hugs” and “kangaroo care” with our preemies.

She showed so much compassion and genuine joy as she did her job professionally and with added care.

He not only does all of the little things well that you love from nurses; caring, nice, patient, attentive, and listening, but he couples that with things you don't often see. He has amazing instincts and shows intuition.

She was absolutely instrumental in the healing process for our son and in providing emotional support to us as parents. Her positive personality would light up our room each day.



DAISY AWARD® FOR EXTRAORDINARY NURSES 2023 HONOREES



What this means to me is that there is yet still more potential to impact lives out in the community.

This honor has motivated me to continue the path forward to educate and encourage others in the field.

The words they wrote were so sweet, and it really makes me feel like I'm making an impact on my patient's lives.

It is humbling to receive this award. I work with so many amazing nurses who I look up to, and I try to emulate their qualities as nurses and people.



M Health Fairview Bethesda Long Term Acute Care Hospital

- Heyentework Senay

M Health Fairview Clinics & Surgery Centers

- Ginger Kot
- Ashley Robeck
- Melanie Swanson

M Health Fairview St. John's Hospital

- Linda Jones
- Nick Flotman
- Gail Pattain
- Maya Mailhot
- Daniel Lucca
- Pamela Nelson

M Health Fairview Lakes Medical Center

- Jimmy Varholdt
- MarCee Olson

M Health Fairview Northland Medical Center

- Nicole Metsala
- Katie Heggernes

M Health Fairview Ridges Hospital

- Kate Madsen
- Katie Spencer
- Shanna Mulholland
- Adam Milbauer
- Tonya Otto
- Jennie Graber
- Sandie Cummins
- Lindsay Pullen
- Lauren Lopez

M Health Fairview Southdale Hospital

- Annika Dufour
- Sophia Wallerich
- David Shea
- Christine O'Keefe
- Nolan Skluzacek
- Steve Loff
- Frank Mislivec
- Melissa Johnson
- Sophie Brekken
- Aria Garland
- Eric Molina
- Heather Larson
- Chelsea Conrey

M Health Fairview University of Minnesota Medical Center - East Bank

- Katie Stanton
- Jamie Ahrndt
- Jeannie Rhinhart
- Robert Buckley
- Laura Lapczynski
- Betsy Omboka
- JC Dela Cruz
- Dawn Lenn
- Sharonne Dolachek
- Carol Manchester

M Health Fairview University of Minnesota Medical Center - West Bank

- Nora Larkin
- Jake Jorgensen
- Fatiya Kabato
- Betsi Thomas
- Ivy Tejano
- Mary Silvestre
- Hannah Deal
- Bushra Bihi
- Ashley Boss
- Jessica Allen

M Health Fairview Woodwinds Hospital

- Jon Tran
- Lucia Selb
- Pazao Pha
- Shanna Ferch

Fairview Home infusion

- Criselda Tropezado

M Health Fairview System

- Melissa Behl

Fairview Range and Grand Itasca Clinic & Hospitals will be presenting 2023 annual DAISY Awards in early 2024.

See photos of some of the honorees on page 23.

AWARDS, PUBLISHED WORK, POSTERS, PRESENTATIONS

Poster: **Greg Falvey, BSN, RN-BC, HNB-BC, HTCP; Sarah Wente, PhD, RN, PMGT-BC: Effects of Healing Touch on Post-operative Pain and Anxiety in Adults.**
**People's Choice Award winner* (Also at presented at ASPMN 33rd National Conference and National Association of Orthopaedic Nurses (NAON) 43rd Annual Congress 2023.)

Poster: **Alix Stalmakov, BSN, RN, PHN; Elaine Darst, PhD, APRN, PMHCNS-BC, LPCC: Is Your Depressed Patient Really Bipolar? Why Implementing a Bipolar Screening into Primary Care is so Important.**

Poster: **Nanette Vogel, MS, RNC-OB, C-EFM; Rhianna Britton, MS, RNC-OB, C-EFM: Perinatal Simulation Programs: Enhancing Emergency Readiness by Empowering Nurses.**
Also published in Journal of Obstetric, Gynecologic & Neonatal Nursing, 52(4), S16.

Poster: **Anna Novak, PHN, BSN, RN; Rachel Kahnke, BSN, RN; Brittany Celt, MSN, RN; Caryl Hamblin, BSN, RN; Soraya Riley, CSSMBB, MBA: Maintaining Unit Adherence to Hypertension Treatment in the Birthplace.**

Poster: **Zach Taylor, DNP, CMSRN, PHN; Brooke Carlson, BAN, RN; Emma Hao Nguyen, MSN, RN, PHN; Gabriela Chardon, BSN, RN; Greta Siekmeier, BSN, RN, PHN; Christine Gorman, BSN, RN; Madeline Market, BAN, RN; Sarah Koepp, MSN, RN; Jen Walker, BSN, RN: Growing New Grads: Findings from a Pilot Mentorship Program to Support, Engage and Retain New Nurses in Adult Med-Surg.**

Poster: **Beverly Huskey, BSN, RN, ONC; Kristen Tobias, BSN, RN, ONC; Anne Wilson, MSN, RN; Anna Groess, ADN, RN, ONC; Alexis Zuber, ADN, RN; Cali Dirks, ADN, RN; Angela Long, BSN, RN, ONC; Rozalyn Kromer, BSN; Hannah Carlin, BS, NA: Reducing Length of Stay for Patients Admitted after Total Hip or Total Knee Arthroplasty.**

Poster: **Becky Gams, MS, APRN, WHNP-BC, C-EFM; Samantha Sommersness, DNP, APRN, CNM; Taylor Brown, MD; Jordan Marmet, MD: Eat, Sleep, Console for Neonatal Opioid Withdrawal Syndrome Management.**
(Also presented at Association Women's Health, Obstetric and Neonatal Nurses (AWHONN) National Conference & Minnesota section, Premier Perinatal Improvement Collaborative (June 2023)).

Poster: **Anne Chevalier McKechnie, PhD, RN; Kristin M. Elgersma, DM, RN; Matthew B. Ambrose, MD; Aura A. Sanchez Mejia, MD; Kavisha M. Shah, MD; Anna Trebilcock, BSN, RN; Taylor Iwaszko Wagner, DNP, RN; Carrie Hallock, BSN, RN: Nurse-guided Mobile Health Care Program to Reduce Emotional Distress Experienced by Parents of Infants Prenatally Diagnosed with Critical Congenital Heart Disease: A Pilot Study.**

Poster: **Kristin M. Elgersma, DM, RN; Julian Wolfson, PhD; Jayne A. Fulkerson, PhD; Michael K. Georgieff, MD; Diane L. Spatz, PhD, RN-BC; Kavisha M. Shah, MD; Karen Uzark, PhD; Anne Chevalier McKechnie, PhD, RN: Human milk feeding and direct breastfeeding improve outcomes for infants with single ventricle congenital heart disease: Propensity score matched analysis of the National Pediatric Cardiology Quality Improvement Collaborative Registry.**

Poster: **Michael Petty, PhD, APRN, ACNS-BC, CCNS; et.al.: Caregiver Anxiety Significantly Reduced from Baseline to 24 Months After Surgery: Findings from the Sustaining Quality of Life of the Aged: Heart Transplant or Mechanical Circulatory Support (SUSTAIN-IT) study.**

Poster: **Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN; Sandy Hagstrom, PhD, APRN, CPNP-PC; Sarah Wente, PhD, RN, PMGT-BC; Michelle Mathiason, MS; Ruth Lindquist, PhD, RN, FAAN: Emotional, Mental Health and Physical Symptom Experience of Patients Hospitalized with COVID-19: A Longitudinal Study.**

Poster: **Sandy Hagstrom, PhD, APRN, CPNP-PC; Mary Fran Tracy, PhD, APRN, CNS, FCNS, FAAN: Essentials of Nursing Quality Improvement, Evidence-Based Practice & Research.**

Poster: **Jodi Mueller-Hussein, BSN, RN, SCRNP; Katrina Clifford, BSN, RN, CEN; Suhas Bajgur, MD, MPH; Jack Keilty, MD Candidate UMN: Acute Ischemic Stroke: Improving Door to Needle Time in Patients Who Arrive by EMS.**

Poster: **Emily (Feye) Stelter, DNP, APRN, AGCNS-BC; Jen Hagen, BSN, RN; Lisa Sansgaard, MSN, RN, SCRNP; Deb Smith, BSN, RN, ONC: Competent and Confident Nurses: A Multimodal Orientation Enhancement.**
(Also at Association for Nursing Professional Development (ANPD) Minnesota Conference)

Poster: **Anna Robinson, BSN, RN; Carol Manchester, MSN, RN, ACNS-BC, BC-ADM, CDE; Michelle Mathiason, MS; Mary Fran Tracy, PhD, RN, APRN, CCNS, FCNS, FAAN: Evaluation of Nurse-Driven Management of Hypoglycemia in Critically Ill Patients.**

Poster: **Veronica Walsh, MSN, RN; Hailey Monroe, BSN, RN; Hannah Jackson, BSN, RN; Katrina Sullivan BSN, RN; Ali Hockemeyer, BSN, RN; Jean Smith, BSN, C-MSRN; Linda Lane, NST; Rocky Kramlinger, NST: Bringing the Fall Prevention Bundle to the Bedside.**

Poster: **Cindy Burns, RN; Janni Hennes, RN; Jody Nordwall, BS, RN; Kim Stewart, MSN, RN; Beth Koch, BSN, RN, NE-BC, CNML; Jean Carraher, DNP, RN, NPD-BC, NE-BC, CCRN-K: Improving the Patient Experience Through use of Whiteboards.**

Poster: **Mary M. McMahon Bullis, PhD, RN, CCRN-K; Julia A. Snethen, PhD, RN, FAAN; Julie Ellis, PhD, RN, GCNS-BC; Colleen Galambos, PhD, LCSW, LCSW-C, ACSW, FGSA; Murad H. Taani, PhD, MPH, RN; Vipavee Thongpriwan, PhD, RN, CNE: Living with an Implantable Cardioverter Defibrillator- Impact of Perceptions on Psychosocial Well-Being: Preliminary Findings.**

Poster: **Corey Koyamatsu, DNP, RN; Sacha Kelly, APRN, CNS, AOCNS; Carol Flaten, DNP, RN, PHN: Improving the Accuracy of Clostridioides difficile Diagnosis: Implementing Multi-Step Testing.**

Poster: **Cate Gilbertson, DNP, APRN, CPNP-AC/PC; Kristin Moquist, MSN, APRN, CPNP-AC/PC; Heather Bjerneberg, BSN, RN, CPN; Julianne Cramer, MSN, APRN, CNRN; Dannielle Wills, BSN, RN, PHN, PED-BC:**

CLABSI Crew: Interprofessional Rounding as an Innovative Approach to CLABSI Prevention.

Poster: **Anna Munson Carpenter, DNP, NNP-BC: Central Line Team-Reducing CLABSIs in a Level IV NICU: A Doctor of Nursing Practice Project.**

Poster: **Maria I. Raines, DNP, ACNS-BC; Mary Steffes, DNP, MS, RN: Nurses as Instructors: Use of a Dedicated Education Unit (DEU) for Pre-licensure Student Learning.**
(Also presented at U of MN Research Day).

AWARDS, PUBLISHED WORK, POSTERS, PRESENTATIONS CONTINUED

Award: **Megan Halverson, MSN, RN, SCRNI; Katherine Carlson BSN, RN, CNRN, SCRNI; Lisa Sansgaard MSN, RN, SCRNI:** Education for Nurses at ASRHs Keeping Ischemic Stroke Patients with Telestroke Evaluation; Stroke Quality Improvement Award: Continuous Impact Award.

Award: **Emily Stelter, DNP, APRN, AGCNS-BC:** University of Minnesota School of Nursing Alumni Society. (2023). Rising Star Award.

Award: **Diane Osborne, MBA, BSN, RN, CNML:** 2023 Chrysanne Manoles Women in Leadership Award from the Rotary Club of Edina.

Book chapter: **Cameron, V., Jean Carraher, DNP, RN, NPD-BC, NE-BC, CCRN-K; Geyer, L. (2023):** Social Equity in Nursing Professional Development: Assessment, Processes, and Measurable Outcomes. In M. Harper (Ed.) Core Curriculum for Nursing Professional Development (6th Ed.). Association for Nursing Professional Development.

Book chapter: **Sarah Wente, PhD, RN, PGMT-BC:** "Care of the Ambulatory Surgical Patient": Drain's Perianesthesia Nursing: A Critical Care Approach (8th ed.). St. Louis, Elsevier, 2023, (consultants).

Book chapter: **Bryant, RA; Kathy Borchert, MS, RN, APRN, CNS, CWOCN, CFCN:** Draining Wounds and Fistulas in Acute and Chronic Wounds Intraprofessionals from Novice to Expert (sixth edition), 2024

Co-chair and Master of Ceremonies: **Melissa Mueller, MSN, RN, AGCNS-BC, CNRN:** MN Affiliate National Association of Clinical Nurse Specialists Fall Conference, Oct. 6, 2023.

Journal Article: **Nanette Vogel, MS, RNC-OB, C-EFM; Rhianna Britton, MS, RNC-OB, C-EFM:** (2023) Use of Perinatal Simulation Programs to Enhance Emergency Readiness by Empowering Nurses. Journal of Obstetric, Gynecologic & Neonatal Nursing, 52(4), S16.

Journal article: **Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN; Sandy Hagstrom, PhD, RN, APRN, CPNP; Michelle A. Mathiason, MS; Sarah Wente, PhD, RN, PGMT-BC; Lindquist, R.:** "Emotional, mental health and physical symptom experience of patients hospitalized with COVID-19 up to 3 months post-hospitalization: A longitudinal study". Journal of Clinical Nursing (2023).

Journal article: **Becky Gams, MS, APRN, WHNP-BC, C-EFM; Samantha Sommersness, DNP, APRN, CNM:** Eat, Sleep, Console for Neonatal Opioid Withdrawal Syndrome Management. Journal of Obstetric, Gynecologic and Neonatal Nurses.

Poster: **Sarah Wente, PhD, RN, PGMT-BC; Odom-Forren, J.; PhD, RN Hooper, V.; PhD, RN; Rayens, M.K.:** Perioperative Nurses' Experience During the COVID-19 Pandemic. Southern Nursing Research Society (SNRS) 36th Annual Conference 2022, National AORN. Also, Council for the Advancement of Nursing Science (CANS) 2022, Washington DC, National AORN.

Poster: **Sarah Wente, PhD, RN, PGMT-BC; Gregory Falvey BSN, RN-BC, HNB-BC, HTCP:** Effect of Healing Touch on Postoperative Pain and Anxiety in Adults: National Association of Orthopaedic Nurses (NAON) 43rd Annual Congress 2023.

Poster: **Anna Novak, PHN, BSN, RN; Rachel Kahnke, BSN, RN; Brittany Celt, MSN, RN; Caryl Hamblin, BSN, RN; Soraya Riley, CSSMBB, MBA:** Maintaining Unit Adherence to Hypertension Treatment in the Birthplace; Association of Women's Health, Obstetric and Neonatal Nurses- Minnesota.

Poster: **Susan O'Conner-Von, PhD, RN-BC, CNE, FNAP; Sandra Hagstrom, PhD, RN, APRN, CPNP-PC; Michelle A. Mathiason, MS; Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN:** Variation in Nurses' Documentation of the Clinically Aligned Pain Assessment (CAPA) Tool. American Society of Pain Management Nurses.

Presentation: **Lisa Sansgaard, MSN, RN, SCRNI; Megan Halverson, MSN, RN, SCRNI; et. al.:** Stroke Research Impacts in MN Communities. Minnesota Stroke Conference. Nov. 16, 2023.

Presentation: **Kim Ahneman, MSN, RNC-NIC, CNE, CPPS:** Care of the Preterm Infant: Focusing on the Little Things; AWHONN MN Section.

Presentation: **Becky Gams, MS, APRN, WHNP-BC, C-EFM; Jane Sublette, MS, APRN, CNP, CNM, WHNP-BC:** at Minnesota NACNS Pharmacology Series – April 27 to May 18, 2023

Presentation: **Becky Gams, MS, APRN, WHNP-BC, C-EFM:** "Hypertensive Disorders in Pregnancy: What Goes Up, Must Come Down!" MN National Association for Clinical Nurse Specialists (May 2023)

Presentation: **Sandy Hagstrom, PhD, RN, APRN, CPNP; Sarah Wente, PhD, RN, PGMT-BC; Michelle A. Mathiason, MS; Ruth Lindquist, PhD, RN, FAAN; Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN:** "Longitudinal Symptom Experience of Patients Hospitalized with COVID-19: Nursing Implications to Address Long-Term Impact". Midwest Nursing Research Society, (March 2023).

Presentation: **Kathy Borchert, MS, RN, APRN, CNS, CWOCN, CFCN:** Red Butt: What's the Differential Diagnoses? WOCNext 2023 National Conference.

Presentation: **Mary Fran Tracy, PhD, RN, APRN, CNS, FCNS, FAAN; Sandy Hagstrom, PhD, RN, APRN, CPNP; Sarah Wente, PhD, RN, PGMT-BC; Michelle A. Mathiason, MS; Lindquist, R.:** Advocating for a Holistic Approach to Identify and Manage Long-Term Effects of COVID-19 Hospitalization. 2023 National Association of Clinical Nurse Specialists Annual Conference.

Presentation: **Forren, PhD, RN, CPAN, FASPAN, FAAN; Vallire Hooper PhD, RN, CPAN, FASPAN, FAAN; Sarah Wente, PhD, RN, PMGT-BC; Mary Kay Rayens, PhD:** "Perioperative Nurses' Experience During the COVID-19 Pandemic". 2023 ICPAN International Conference for Perianesthesia Nurses.

Presentation: **Dannielle Wills, BSN, RN, PHN, PED-BC; Erin Friedman, BSN, RN, CPHON:** "Diversity, Equity, and Inclusion in Nursing: Moving Beyond the Definitions" and "The Quest for Diversity, Equity, and Inclusion: A Story of Superheroes in Action". National APHON Conference: 47th Annual Conference & Exhibit.

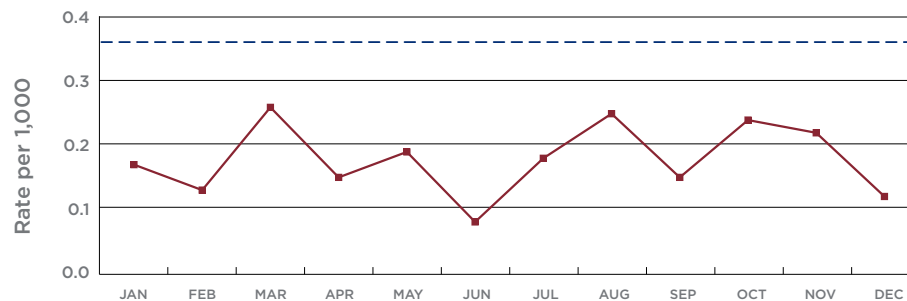
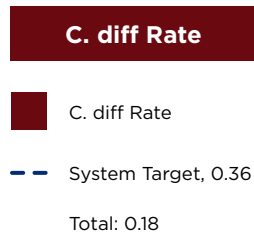
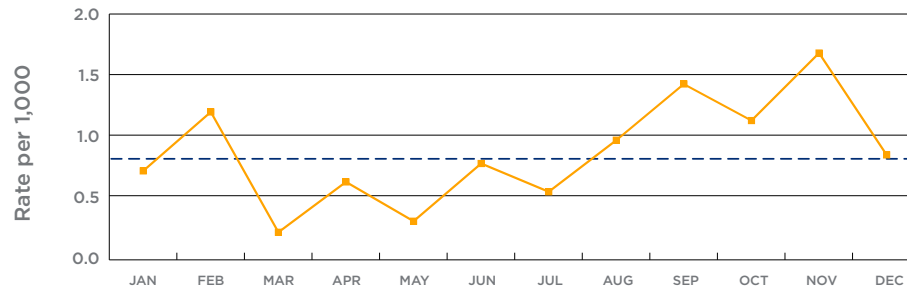
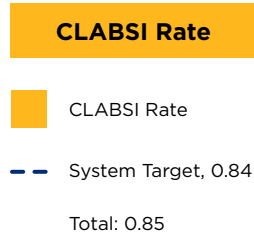
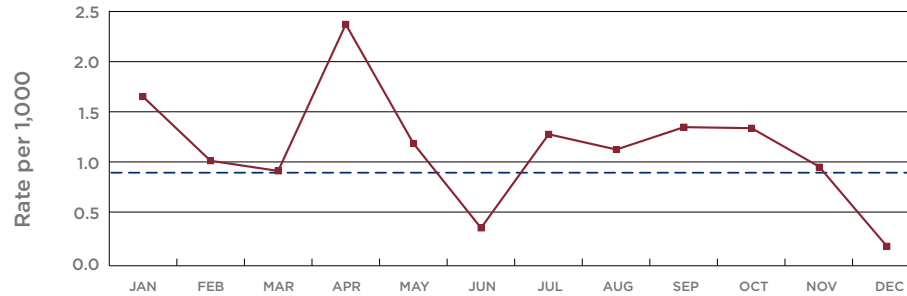
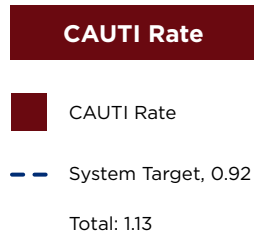
University of Minnesota School of Nursing Research Day

Presentation: **Greg Falvey, BSN, RN-BC, HNB-BC, HTCP; Sarah Wente, PhD, RN, PMGT-BC:** Healing Touch with Adult Surgical Patients.

QUALITY AND SAFETY

NURSE SENSITIVE INDICATORS AND DASHBOARD INDICATORS

Hospital-Acquired Infections (HAI) in 2023 | All M Health Fairview hospitals including GICH & Range



Nurse-sensitive indicator (NSI) work in 2023 was highly interdisciplinary, collaborative, and effective. They are entitled “nurse-sensitive indicators” because care delivered by nurses highly influences quality outcomes, but in fact all multidisciplinary healthcare team members play a role in reducing the incidence and prevalence of NSIs. Overall, our system’s 2023 performance was excellent. Falls, hospital-acquired pressure injuries (HAPI), central-line associated bloodstream infection (CLABSI), and clostridium difficile (C. diff) measures all met system targets. The catheter-associated urinary tract infection (CAUTI) rate was just a small percentage away from meeting the established target. Our 2023 focus areas were:

CAUTI: We focused on a campaign to reduce the number of catheter insertions and their duration of use, collaborating with providers and staff on order sets and urinary management panels. We also focused on criteria for insertion, promoting intermittent catheterization and bladder scanning. This work will continue in 2024.

C. diff: At the beginning of the year, we saw significant improvement from implementing two-step testing. The team created a C. diff bundle, toolkit, and microlearning tools to support best practices for testing and decreasing environmental contamination.

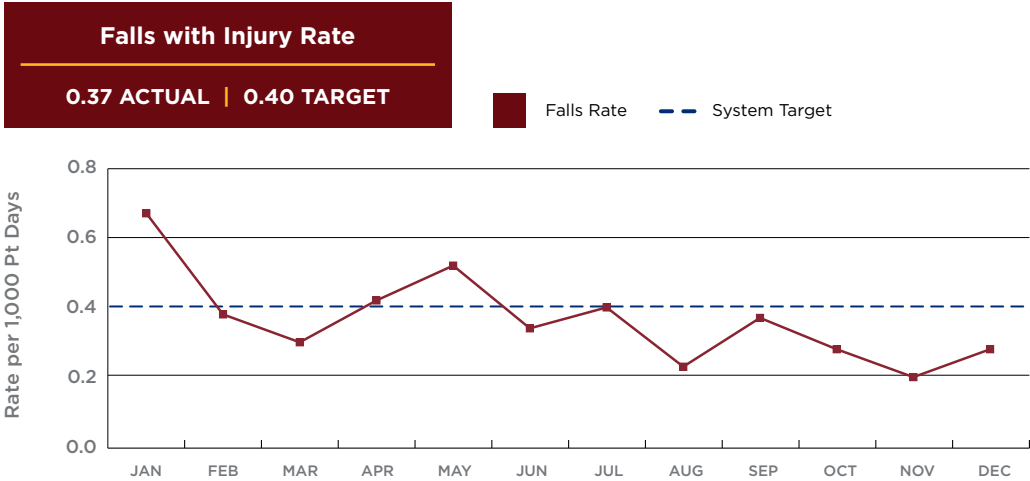
CLABSI: We collaborated on improving blood culture collection tools, including order sets, decision trees, guidelines for peripherally inserted central catheter (PICC) lines, and port access kits. We further defined dressing change responsibilities, and chlorhexidine gluconate (CHG) bathing documentation. This work will continue in 2024.

Falls with injury: We analyzed risk assessment tools for falls and interventions to implement in early 2024. We developed guidelines to support staff when patients refuse fall-prevention interventions, created microlearning education on the fall prevention bundle, and standardized post-fall documentation. The team will focus on reducing falls for patients with delirium in 2024.

HAPI: In 2023, we implemented standardized beds with friction- and pressure-reducing mattresses system-wide. We developed and implemented clinical decision support tools, standardized pressure injury prevention products, developed microlearning education, and collaborated with respiratory therapy to decrease pressure injuries related to respiratory devices.

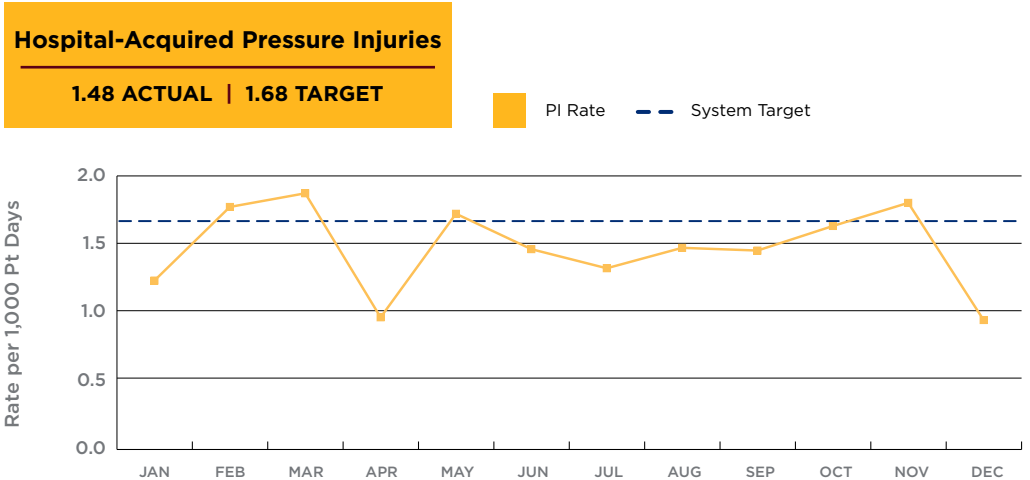
NURSE SENSITIVE INDICATORS

Hospital-Acquired Condition (HAC) in 2023



Excludes M Health Fairview Bethesda LTACH, Behavioral units, Transitional care units, M Health Fairview Masonic Children's Hospital.

MONTH	FALLS WITH INJURY	PATIENT DAYS	FALLS WITH INJURY RATE PER 1000 PT DAYS
JANUARY	25	37,158	0.67
FEBRUARY	13	33,950	0.38
MARCH	11	36,981	0.30
APRIL	15	35,652	0.42
MAY	19	36,270	0.52
JUNE	12	34,986	0.34
JULY	14	35,212	0.40
AUGUST	8	35,159	0.23
SEPTEMBER	13	34,917	0.37
OCTOBER	10	36,158	0.28
NOVEMBER	7	35,392	0.20
DECEMBER	10	36,076	0.28



Excludes mental health and behavioral units

MONTH	HAPI EVENTS	PATIENT DAYS	HAPI RATE PER 1000 PT DAYS
JANUARY	47	38,289	1.23
FEBRUARY	61	34,465	1.77
MARCH	71	38,047	1.87
APRIL	35	36,613	0.96
MAY	64	37,208	1.72
JUNE	52	35,614	1.46
JULY	47	35,652	1.32
AUGUST	53	36,016	1.47
SEPTEMBER	52	35,835	1.45
OCTOBER	61	37,394	1.63
NOVEMBER	66	36,635	1.80
DECEMBER	35	37,339	0.94

ZERO IS POSSIBLE: CENTRAL LINE TEAM WORK REDUCES INFECTION RATES IN THE NICU

The neonatal intensive care unit (NICU) team at M Health Fairview Masonic Children’s Hospital knew they needed to reduce the central line-associated bloodstream infection (CLABSI) rate for the tiniest of our patients. To move closer to their goal of zero CLABSIs, they formed an NICU Central Line Team (CLT) in April 2022 to tackle the issue. The CLT has dedicated time to round on patients with central lines, conduct chart reviews and observational audits, and coach and educate colleagues. They also assist with high-risk, low-frequency procedures, including dressing and hub changes and troubleshooting central lines when necessary.

Since creating the CLT, CLABSI rates in the NICU have decreased significantly. Rates went from 1.16 to .69 per 1,000 line days in ten months, a 40% reduction.

“A CLABSI rate under one is a huge accomplishment,” said Nicole Neisinger, MSN, RN, director of nursing. “The dedicated work of the CLT nurses and the collaboration of the NICU team made this improvement possible.”



The Masonic NICU Central Line Team & supporting staff members from Practice & Education and Quality.

FROM RISK TO RESILIENCE AND RESPECT: BUILDING A SAFER WORKPLACE

Workplace safety is a priority for our system. Just as our patients deserve safe, high-quality care, we want our nurses and all staff members to feel safe and supported so that they can focus on helping and healing those we serve.

With strong board and leadership support, we’ve invested in initiatives and worked collaboratively with nurses, other staff members, and outside organizations to identify and address gaps and implement new ways of working that make our workplace safer.

As we continually work to create a safer workplace for everyone, we are focusing on these key areas:

- Creating a culture of safety, dignity, and respect
- Creating a culture of violence prevention
- Enhancing response plans
- Skills training to enhance environment and self-awareness
- Improving physical environments
- Strengthening processes for continual learning
- Supporting colleagues

2023 advancements in this work include:

- Additional training and tools on best practice workplace violence prevention and conflict management solutions, including non-escalation and de-escalation skills, personal safety, and behavioral code response training
- Supplying new personal protective equipment to protect from bites, spitting, and scratches
- New Power BI training for leaders for event tracking
- Implementing a new weapons detection system. (We screened over 100,000 visitors at the pilot site in the first six months, with plans to expand coverage).
- Training to minimize use of restraints.

We’ve seen an overall decline in the use of restraints and seclusion events on our mental health units since implementing the Workplace Conflict Management Program and the Behavioral Emergency Response Team at a pilot site.

“The Behavioral Emergency Response Team has the ability to give patients the time, attention, and care they need and provide the support our staff deserve,” said Erik Anderson-Hermann, psych associate.

We understand that patients and families are often in crisis when they come to us for care. They must be cared for in an environment created to prevent violence, but where we are prepared for events should they occur. We strive to always treat our patients and families with dignity by respecting them as individuals, and creating a safe, respectful, healing environment for our patients and staff members.





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PURSuing JOY IN EXCELLENCE AND PROFESSIONALISM

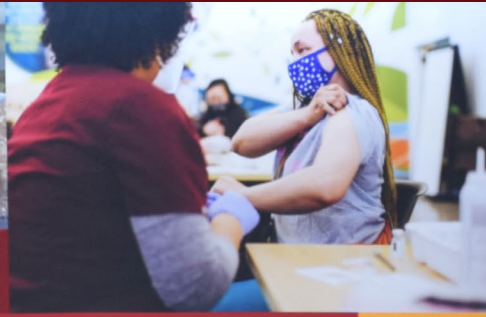
- a. Fairview Range nurses gather to recognize Nurses Day.
- b. M Health Fairview Ridges team members celebrate their silent auction results.
- c. M Health Fairview team members celebrate Juneteenth in Roseville.
- d. Members of FUSION employee resource group volunteer in the community.
- e. M Health Fairview Woodwinds nurses.
- f. Santa visits the NICU team at M Health Fairview Southdale Hospital.
- g. Our nurses provide vaccines at community events.
- h. The germs will come after you if you don't wash your hands properly. M Health Fairview St. John's nurses had treats and trivia during hand hygiene audits.



M Health Fairview Southdale Hospital nurses review care plans.



HEALTH EQUITY



Nurse leaders participate in the Elevate professional development program.

- a. Sawo Rodgers, NST, accepts her 6A Partners in Care award.
- b. Michelle Kletti, RN, accepts her MHA Good Catch for Patient Safety Award.
- c. Betsy Omboka receives her DAISY Award at M Health Fairview University of Minnesota Medical Center.
- d. Fairview Home Infusion team celebrates Criselda Tropezado, their first DAISY Award honoree.
- e. Jon Tran accepts his DAISY Award, from M Health Fairview Woodwinds nursing leaders Amy Gallagan, Erin Salvesson, and Heidi Framsted.
- f. Annika Dufour was the first DAISY Award honoree in the system.
- g. Maya Mailhot and Gail Pattain are honored as the first DAISY Award honorees at M Health Fairview St. John's Hospital.
- h. Jennalyn Jaeger and Jenna Virant congratulate Kate Madsen, DAISY Award honoree at M Health Fairview Ridges Hospital.



CUSTOMER EXPERIENCE RESULTS

PATIENT EXPERIENCE QUESTIONS	2023	BENCHMARK
Did the care providers listen carefully to you?	63.3%	65.7%
Did everyone treat you as a unique person?	65.7%	68.2%
Did the care providers explain things in a way you could understand?	57.3%	63.2%
Call button response	60%	59.6%

IN THE WORDS OF OUR PATIENTS:

My nurse just went above and beyond to make sure I was comfortable, and I had everything I needed. And she was very much like a calming, peaceful, present, and she was absolutely delightful, and I can't say enough good things about her.

All the pre-op and post-op nurses were incredibly kind, personable, helpful, and did whatever they could to help me feel safe and comfortable. They made such a difference for me.

Nurses were EXCELLENT! They were patient, personable, informative, empathetic, efficient, and kind.

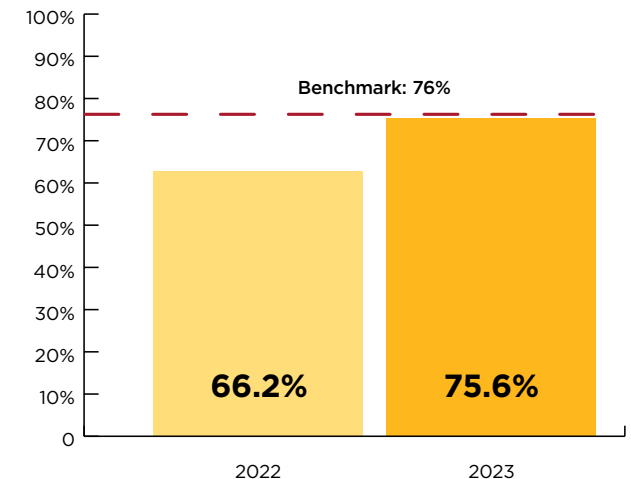
My nurse was compassionate and made everything so much more comfortable.

My nurse was very responsive when I called, caring and kind, with excellent skills and bedside manner, and provided thorough instructions so I knew what to do once I was discharged. She had a great sense of humor and made my transition from surgery to home very smooth and comfortable.

Great nurses. The best, most genuine care I've ever received.

LIKELIHOOD TO RECOMMEND THEIR M HEALTH FAIRVIEW HOSPITAL

M Health Fairview hospitals saw a significant increase in the “likelihood to recommend” scores in 2023. This was due to many factors, including engagement from our leaders and frontline staff, targeted improvement work from all teams across the system, revising/deploying customer experience service standards (Connecting with Care), creating more awareness of customer experience, and sharing best practices. One Point Lessons and other resources also played a major role in the increased “likelihood to recommend” score. This increase occurred not only in inpatient care settings, but across the system. Overall system “likelihood to recommend” score has improved about 4% in 2023 (from 81.7 to 85.6).



RESEARCH AND EDUCATION

NURSING RESEARCH

2023 has seen a steady increase in nursing research activity, with 8 new studies reviewed by the Nursing Research Proposal Review Committee (NRPRC). By the end of the year, 33 studies were active in various phases, from recruitment to dissemination. Fairview nurses' involvement in nursing research ranged from nurse managers helping identify ways to recruit nurse participants; UMMC nurses participating in a study on expert nurse thinking and one on use of the nursing summary in Epic; the nurse scientist connecting PhD students and faculty to experts within Fairview to align their research with the expertise and needs in the clinical setting; and frontline nurses and advanced practice registered nurses collaborating with the nurse scientist on study ideas to answer questions identified in practice. One of these collaborations brought together a team of nurses with clinical and research background in pediatric pain assessment, each with a complementary role in the study. **Sandy Hagstrom, PhD, APRN, CPNP-PC** (nurse scientist), **Hannah Johnson, BSN, RN**, (pediatric intensive care unit RN), **Kristin Moquist, MSN, APRN, CPNP-AC/PC**, (pediatric advanced practice registered nurse), **Jolene Holmbo, BSN, RN** (clinical informaticist), and **Susan O'Conner-Von, PhD, RN-BC, CNE, FNAP** (professor, UMN School of Nursing) designed a study to address a gap in the literature related to pain assessment for hospitalized children and adolescents. The study design was finalized and the proposal approved by NRPRC.

Nursing research has been well represented both internally at M Health Fairview and externally. Presenting Discoveries featured seven research posters including the effect of healing touch on pain and anxiety, longitudinal experience of patients hospitalized with COVID-19, caregiver anxiety in patients with heart transplant or mechanical circulatory support, and nurse-driven management of hypoglycemia in critical care. A Nursing Grand Rounds presentation by **Mary McMahan Bullis, PhD, RN, CCRN-K** (care coordinator, UM Physicians) shared findings from her research on patients with internal cardioverter defibrillators. External dissemination of nursing research conducted at Fairview has also been robust, including publications in peer-reviewed journals and poster and podium presentations at national and international conferences in 2023, including American College of Nurse-Midwives, American Society of Pain Management Nurses, International Family Nursing Association, Midwest Nursing Research Society, National Association of Orthopedic Nurses, and World Congress of Pediatric Cardiology and Cardiac Surgery.



2023 JOURNAL CLUB TOPICS:

- Executive Function Assessment & Fall Prevention
- Intervention to Improve Sleep in Hospitalized Patients



*Left: Nurses participate in the Nurse Residency Pilot Program.
Right: Katie Pitzl, a program leader, with Kate Bradley.*

EDUCATION: NEW PROGRAM BRIDGES GAP BETWEEN ACADEMIA AND REAL-WORLD CLINICAL PRACTICE

M Health Fairview launched a groundbreaking Nurse Residency Pilot Program at M Health Fairview University of Minnesota Medical Center - East Bank. This program transforms how we support our novice/new graduate nursing recruits and promises to be a valuable resource for our new nurses and our seasoned staff. The program offers an organized, structured, and practice-based learning environment that helps newly graduated nurses transition smoothly into the dynamic and fast-paced world of healthcare. It includes structured learning, mentorship, networking, and hands-on experience.

“The class solidified a feeling that it’s okay to be new and I’m not the only one,” said Kate Bradley, BSN, RN, a new graduate nurse in the float pool at East Bank. “This class gives you the encouragement and tools you need when you are no longer with a preceptor.”

NURSING PRACTICE AND EDUCATION

PROFESSIONAL DEVELOPMENT

Nursing Professional Development provided many free learning activities in 2023. Topics pertained to several patient populations and covered subjects across the continuum of care. New activities were developed and offered throughout the year based on findings from the Nursing Learning Needs Survey including: First 5 Minutes of a Code, Acute Stroke Ready Stroke Class, and Peripheral IV Insertion Care & Maintenance Class. Overall, more than 900 ANCC Nursing Continuing Professional Development (NCPD) contact hours were provided.

Certification exam preparation classes were offered free to M Health Fairview nurses including medical-surgical, stroke, adult critical care, adult progressive care, emergency, clinical transplant, oncology nurse, and nursing professional development certifications. Over 350 nurses participated in the ten classes provided.

Quest for Nursing Excellence, sponsored by the System Nursing Professional Development Council, offers an opportunity to learn about nursing innovations and best practice while promoting lifelong learning. The focus of this series was “Back to Basics.”

These sessions were presented in 2023:

- Reflective Wisdom from Experienced Nurses
- Integrative Nursing: The M Health Fairview Care Delivery Model
- Under Construction: Creating Avenues for Critical Thinking
- Clinical Deterioration of the Complex Patient
- Assessment of Patients with Dark Skin Tones

Nursing Grand Rounds is a professional development series including live virtual forums. The forums feature nurses sharing clinical expertise and nursing excellence aligned with the M Health Fairview Professional Practice Model while promoting a culture of safety.

Our 2023 Nursing Grand Rounds sessions included:

- Nurses Role in CIWA Protocol
- Making a Difference: Collaborating with Nursing Students
- Equity Focused QI Initiative: Skin Assessment in Diverse Skin Tones
- Trauma Informed Care: Stories of Living with an Implantable Cardioverter Defibrillator

Cancer Survivorship Forum provided twelve sessions and opportunities to learn about oncology topics including various cancer diagnoses, psychosocial and financial impacts of cancer on patients and families, other related health outcomes affected by cancer, and strategies for nurses and other members of the care team to provide resources to cancer patients at M Health Fairview.

Opening Books & Opening Minds Book Club is hosted by nurses to foster new understandings and personal growth related to justice and equity through reading and shared learning in our M Health Fairview community.



Transition in Practice: Charge Nurse is a blended learning program providing continuing education for nurses transitioning to the charge nurse role. System standardization of the charge nurse role has been infused into this activity ensuring nurses have the knowledge, skills, and attitudes to be an effective nurse leader, collaborator, coach, and shift lead.

The Transition in Practice: Preceptor blended learning program teaches staff foundational elements to successfully precept colleagues new to a role, department, or the organization.

NURSING CERTIFICATION SPARKS CONFIDENCE, PRIDE, INSPIRATION

Over 1,600 nurses in our system have earned advanced certifications that help them provide optimal patient care. Through specialty certification, nurses expand their knowledge and gain skills to address complex situations confidently.



Left to right: Cristina Santos, Candace Carda, and Keri Heroux

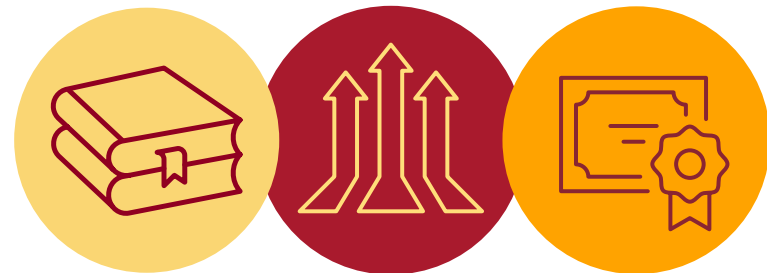
“The extra education has given me more confidence and pride in my chosen field of nursing,” says Candace Carda, BSN, RN-BC, a lead nurse in ambulatory care. “It also helped to reaffirm my passion for nursing and spark an interest in obtaining other certifications.”

“I strongly believe that certification has helped in my career,” says Keri Heroux, RN, OCN, charge nurse at M Health Fairview Maple Grove Cancer Center. “I am really proud to be certified. The work that goes into the process is centered around many important topics in our work.”

“I enjoy learning new methods and studying the ‘why?’ in topics,” says Cristina Santos, RN, CPEN, from M Health Fairview Masonic Children’s Hospital. “As the medical community researches new ways to care for children’s emotional, social, and physical health, I want to be someone that maintains that education. Earning a certification communicates to colleagues and families that I have a strong baseline knowledge of pediatric care, and I am also learning more about it.”



Fairview supports our nurses by offering free certification exam reviews in areas such as medical-surgical, stroke, adult critical and progressive care, emergency, clinical transplant, and oncology. Fairview also offers a tuition reimbursement program and provides yearly bonuses for maintaining certifications.



SYSTEM NURSING COUNCIL REPORTS

NURSING RESEARCH COUNCIL



CO-CHAIR:
SANDY HAGSTROM

PhD, RN, APRN, CPNP-PC
Nurse Scientist

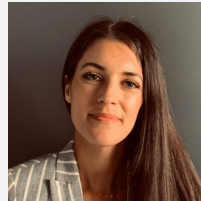


CO-CHAIR:
LAURA JARAMILLO

BSN, RN, CCRN, CAPA, CPAN
CVICU Nurse

The Nursing Research Council reinvigorated Presenting Discoveries, an online poster fair, after a year hiatus. Nurses from M Health Fairview and the University of Minnesota (UMN) School of Nursing submitted posters highlighting 14 quality improvements, one evidence-based practice, and seven research projects. The fair included a poster quiz reviewing similarities and differences between these three types of projects. A virtual poster presenter session provided practical tips for nurses conducting quality improvement. The council also supported the development of two posters that were presented by M Health Fairview nurses at UMN School of Nursing Research Day. The council continues to offer bi-monthly virtual Journal Club sessions for nurses to gain experience critiquing nursing research to support application of evidence in practice.

NURSING PRACTICE COUNCIL



CHAIR:
KELLY MUELLER

DNP, RN-BC
System Director of
Nursing Practice

In 2023, the system Nursing Practice Council continued work to refine, review, endorse, and approve 54 PolicyTech documents and order sets. The council added four frontline RNs to our council and started the first service line/domain Clinical Grouping Council led by the Perinatal Practice and Education team. This council brings perinatal RNs across the system together to align nursing practice and documentation. In addition, the Nursing Practice Council is piloting a new way to gather bedside nursing feedback on practice and policy changes by utilizing an online form that will go to unit councils and be available for all RNs on the Nursing intranet site. The council continues to support Nursing Grand Rounds with quarterly interactive presentations, adopted Professional Governance Principles, and created a nursing documentation subcommittee co-chaired with our Clinical Informaticist Design and Optimization team.

TECHNOLOGY & INNOVATION NURSING COUNCIL



CHAIR:
KALLEY TURNER

BSN, RN, PHN,
critical care nurse

The system Technology and Innovation Nursing Council strives to provide a strong clinical nursing voice to drive national nursing best practices and excellent patient-centered care with system-wide technology and innovation initiatives. In 2023, the council took the opportunity to assess its previous accomplishments and begin to realign its work to the professional governance model, including the Johns Hopkins evidence-based practice model and M Health Fairview's professional practice model. The Council will use research and resources from national and international organizations, and the University of Minnesota School of Nursing (which has a large impact on informatics and nursing data) to connect the work and the purpose of the council to these two models. The council will continue to support initiatives that advance the use of technology to improve patient care and nursing practice.

NURSE ENGAGEMENT AND HEALTHY WORK ENVIRONMENT COUNCIL

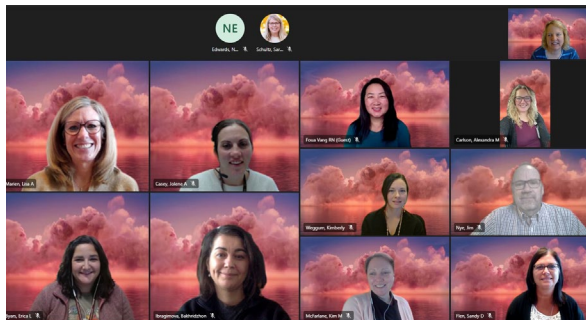


CHAIR:
MICHELLE TOWNSEND
MSN, RN, LBC, CMSRN
Patient Care Supervisor

During 2023, the Nursing Engagement and Healthy Work Environment Council worked on further developing ways to recognize the great work and dedication of our nurses. The council began the year focused on providing leaders and site councils with tools to celebrate, honor, and recognize nurses during Nurses Week in May. It supported the implementation of the DAISY Award for Extraordinary Nurses across our system, celebrating more than 1,700 nominated and 60 award-winning nurses. The council is working to develop a system-wide standard nurse excellence award to recognize outstanding care in nursing practice, along with the tools to support leaders and site councils in implementing the award. This peer-nominated award will align with our Fairview Commitments and be awarded during Nurses Week. In addition, the council developed improvement metrics based on nursing engagement survey results to drive increased engagement efforts.

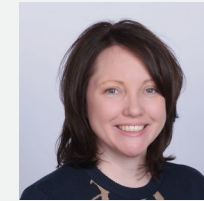


The Nurse Engagement and Healthy Work Environment Council



The Nursing Professional Development Council

NURSING PROFESSIONAL DEVELOPMENT COUNCIL



CO-CHAIR:
KIM MCFARLANE,
MAN, BAN-RN
Patient Care Supervisor
NICU-IMC



CO-CHAIR:
LISA MARIEN
MSN, RN, PHN, NPD-BC
Program Coordinator:
Clinical Development
Specialist

The Nursing Professional Development Council collaborated on several nursing continuing professional development opportunities throughout the year, including over 100 free contact hours for nurses. The council encouraged nursing professional development through community engagement and learned about unit- and site-based professional development initiatives.

For National Certified Nurses Day, the council provided a toolkit to nurse leaders with ideas for recognizing nurses who are certified, including “Certified RN” badge charms. The team created a section on the Nursing Recognition intranet page called Celebrating Certified Nurses for additional recognition.

The council sponsored the annual Quest for Nursing Excellence Conference. The focus of the 2023 series was “Back to Basics!” and included five one-hour sessions in May. Each session was recorded and is available for continuing education in the LMS.



HOSPITAL REPORTS

FAIRVIEW RANGE MEDICAL CENTER



JAMIE PERELL

MBA, RN, PHN

Chief Nursing Officer

Throughout 2023, our nursing team at Fairview Range continued to provide high-quality care to the patients and community we serve. Through the unrelenting care of our outstanding team, Fairview Range was honored the Vizient Bernard A. Birnbaum Quality and Accountability Award. This award is given to medical centers and community hospital members who demonstrate excellence as it relates to mortality, patient safety, efficiency (length of stay) effectiveness (readmissions, excess days) patient centeredness and equity. Such an accomplishment would not be possible without the selfless dedication and effort our wonderful nurses provide every day, for every patient. We are proud of our nurses and appreciative of their contributions, which touch the lives of so many individuals. Thank you for making a difference!



Fairview Range nurses celebrate their Vizient award.

GRAND ITASCA CLINIC AND HOSPITAL



DEREK FLIER

RN, BSN, MBA

Chief Nursing Officer

Vice President of Hospital Services

2023 has been another busy year for our nurses, from new practice and education standards to the re-launch of our Hospital Nursing Professional Governance. Our nurse council consists of frontline nurses from a variety of departments and various roles throughout the hospital. We have worked together on process improvements, new equipment roll-outs, and collaborating to reach goals set by the system and our site.

Grand Itasca has continued to grow our nursing skills days. In 2023, we focused on each hospital department having a dedicated day to learn about practices and education for daily work in their roles on their respective units. With the success of these skills days, Grand Itasca re-launched our Nursing Assistant Skills Day in August as well, with great feedback from our ancillary teams.

In 2023 Grand Itasca, along with other Fairview facilities, rolled out the DAISY Award for Extraordinary Nurses, which recognizes nurses across the system for their compassion and dedication they give to patients each day.



Britney Stewart, RN (center), and an exceptional group of staff members share the joy of receiving the UCare 2023 Excellence in Health Care Award for Overall Performance Quality of Care.

M HEALTH FAIRVIEW LAKES MEDICAL CENTER & M HEALTH FAIRVIEW NORTHLAND MEDICAL CENTER



RACHEL DUNNETTE

MSN, BSN, RN, NEA-BC

Acute Care Nursing Director, Interim Chief Nursing Officer
M Health Fairview Lakes Medical Center



ALINDA KRAMER

MSN, BSN, RN

Acute Care Nursing Director, Interim Chief Nursing Officer
M Health Fairview Northland Medical Center



M Health Fairview Northland nurses.



*Daisy Awards program kickoff at
M Health Fairview Lakes Medical Center.*

Throughout another busy year, the nursing teams at M Health Fairview Lakes Medical Center and M Health Fairview Northland Medical Center provided high-quality care and optimal outcomes for our patients as we continued to remain in the top quartile for our Vizient Total Performance Score quality metrics and received recognitions for the quality care we deliver (Stroke Silver/Silver Plus Achievement Awards, CMS top stars ratings, top 15% for Community Hospitals cohort). Our unit-based councils helped to create tactics to improve customer experience, improve admission workflows (Lakes decreased external transfers by about 30%), and improve employee engagement. Northland teams participated in Feed My Starving Children, volunteering to pack food for needy families. Both hospitals implemented the Daisy Awards for Nursing Excellence. Both our Birthplace and Emergency Department teams implemented tele-NICU programs to bring care close to home. Our surgery department added a da Vinci Robot earlier this year. The benefits of robotic-assisted surgery include reduced post-operative pain, less blood loss, and faster recovery. As we reflect on 2023, we are honored and grateful for our nursing teams and the care we have been able to provide to our community; for 2024 we will strive to continue to provide excellent, high-quality care, close to home.

M HEALTH FAIRVIEW RIDGES HOSPITAL



JENNA VIRANT

RN, BSN, MBA

Vice President, Patient Care

Chief Nursing Officer

This has been a year of empowerment and engagement by our inspirational professional governance councils and frontline teams. We have outstanding and dedicated nurses working with unit-based councils and leaders to drive improved outcomes for patient care, employee engagement, professional development, and peer support.

Putting our workplace back together after operating in “survival mode” during the pandemic has been challenging. Ridges has risen to new heights as leaders and staff have identified gaps and opportunities, worked with colleagues on solutions, implemented changes, and worked alongside others on a journey to rebuild our team and environment.

We have had much to celebrate this year: Nurses and Hospital Week, Spirit Week, Night Shift Week, DAISY Awards, and other recognition events. The Minnesota Hospital Association recognized us as the Best Minnesota Hospital Workplace in 2023! This award recognizes all our dynamic and invested care team members. We are proud of who we are and where we have come from. We celebrate one another, support one another, and coach one another. We promote a Safety Always culture and learn from our good catches and mistakes. We are proud of how we have grown in whatever role we serve.

We have filled many open positions and strive to retain the wonderful experience of team members. Our preceptors have gone above and beyond to onboard new hires and passionately take on additional ownership to ensure their success. As a leadership team, we have worked hard to stabilize our staffing, but our frontline team members carry on the work to create a safe and welcoming environment. We thrive on successful partnerships and relationships built on trust to ensure patient care and experience are at the core of what we do.

Moving forward, we are focused on workplace safety, violence prevention, and our care teams’ psychological safety. Our professional governance council has identified the importance of decreasing loneliness and promoting a culture of psychological safety throughout our departments. We will continue to dive into this space together and learn more.

Cheers to 2023! We are excited to continue the momentum we created together in 2024.

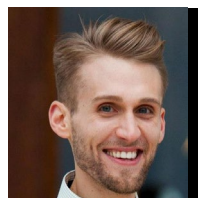
M HEALTH FAIRVIEW SOUTHDALE HOSPITAL



JOE KNOWLES

MSN, BSN, RN, NEA-BC

Director of Nursing and Interim Chief Nursing Officer



ADAM KARLEN

DNP, RN, NEA-BC, CCRN-K

Vice President and Chief Nursing Officer

The year 2023 was an exciting one for M Health Fairview Southdale Hospital. Our nursing teams remain highly focused and engaged in driving positive outcomes for our patients to ensure our community receives outstanding care.

We are very proud of our care improvement work, including efforts to reduce patient harm from fall-related injuries and other hospital-acquired conditions. During Nurse’s Week, we proudly displayed and presented 14 evidence-based project posters showcasing the work of our professional practice councils to solve some of these complex problems. These improvements drove significant improvements in our quality scores, which achieved awards in 2023 for the care provided.

We are very honored and appreciate having the DAISY Awards in our system. We gave our first DAISY Award in January and have delivered an award to a deserving nurse every month this year. In October, our site-based practice council hosted an in-person Diversity Day, bringing our team members together to celebrate the diverse teams and patients we serve. We know that the best ideas to improve nursing professional practice is through the frontline nursing team members. There is much excitement about the future work of our outstanding, world-class nursing teams.



LARA STILP

MHA, BSN, RN, PHN, NE-BC
 Vice President of Patient Care
 Chief Nursing Officer

In 2023, the nursing team at St. John's did amazing things while caring for patients amid high acuity, high volumes and longer lengths of stay. Unit-based practice councils helped drive significant improvement, as evidenced by our highest customer experience and quality/safety scores. On average, 74% of our customers are likely to recommend us. Our Acute Care Harm Index (0.81) highlights incredible work to prevent common hospital-acquired infections. Frontline nurses have reinvigorated the evidence-based bedside safety handoff process to ensure a solid and safe transition between shifts. Our patients and families get a front-row seat to Safety Always in action. Staff, as well as our incredible nurse leaders, are actively engaged in creating a caring environment that is preferred, safe, and rewarding.

Additionally, with the implementation of the DAISY Award program, more than 80 nurses have received nominations from the community and co-workers for delivering care with kindness and compassion. We are proud to recognize 12 nurses for their outstanding professionalism by awarding them the DAISY pin and all the attention they deserve.

Finally, we are growing our nursing workforce by adding our newly built modular Short Stay/Observation unit, which aims to deliver focused care to the right patients in the right place. Our newly formed team is excited to work in this state-of-the-art extension of our existing building, where post-procedure, post-surgical, and lower acuity patients will receive care.



Sally Dahlin and Jo Kenyi participate in M Health Fairview St. John's Hospital holiday festivities.

After settling into our new home at the Community Health and Wellness Hub (on the former St. Joseph's Hospital campus), Bethesda Hospital continues caring for some of the most complex patients in the system. As a Long-Term Acute Care Hospital (LTACH), our nurses care for patients as they step down directly from intensive care units throughout the system and the metro area. In partnership with our infection prevention experts, our team is actively decreasing incidents of CLABSI (mid-year rate: 0.00) and CDiff (mid-year rate: 0.00), and we have consistently met our hand hygiene compliance goals in 2023.

Our nursing staff has incredible career longevity both at Bethesda and elsewhere. Several nurses have worked at Bethesda for more than 30 years. The primary focus of our highly engaged team is to change the lives of our patients for the better. We successfully added to our core nursing workforce to ensure high-quality and safe patient care for our full census of 24 patients.

During Nurses Week, Heyentework Senay, RN, was presented with a DAISY Award for Extraordinary Nurses after being nominated by a patient's family for her compassionate and specialized care. Heyente has worked at Bethesda since 2002.



Heyente Senay receives her DAISY Award.



MARIA RAINES

DNP, MS, APRN, ACNS-BC

Vice President

Chief Nursing Officer

2023 was a busy year for leaders and staff at UMMC and Masonic Children's Hospital. We kicked off our CLABSI crew on the East Bank after our amazing success with this model on the West Bank in 2022. This team, consisting of our frontline nurses, Practice & Education, Quality, and unit leaders, has made progress in quality improvement workflows, in-person audits, and metrics related to CLABSI in all adult units at the hospital. There were many learnings and help to support nurses in this work. In addition, we also implemented the Central Line Team (CLT) model within our Adult ICUs this past year. This model and work had been implemented within the NICUs on West Bank in 2022 with great success in reduction of CLABSI infections and skill/education development for ICU nurses in central line management. We have seen a reduction in ICU-related CLABSI events in 2023, with results well under our goal (13 events vs. goal of having fewer than 23 events).

Other initiatives leaders and staff have been focusing on include reducing workplace violence and the roll-out of our updated workplace conflict management education for all hospital staff and leaders. This work started in May by successfully recruiting our team members to become instructors with our new training tools. We launched our Behavioral Emergency Response Team (BERT) in September and have heard great feedback on the impact that our BERT team is making to help de-escalate and respond to behavioral emergency codes on our West Bank units. The team is made up of psychiatric nurses and psychiatric associates who are ready to respond to behavioral codes and round on units needing help with care planning and the management of behavioral needs.



The "CLABSI crew" at M Health Fairview Masonic Children's Hospital.



UMMC staff celebrates the opening of the Donor Care Unit.

M HEALTH FAIRVIEW WOODWINDS HOSPITAL



AMY GALLAGAN

MBA, BSN, RN, NE-BC

Vice President

Chief Nursing Officer

We are proud of our Woodwinds Hospital nurses and want to remain their employer of choice. We have reduced the turnover of registered nurses significantly in 2023. By reducing turnover, the hospital reduces costs and improves the quality of care for our patients. We offer nurses professional governance councils, input into process and quality improvement, and recognition that supports engaging this amazing team.

Our hourly purposeful rounding process has been re-energized and over 900 nurses and support staff have completed training. Nurses leveraged their unit practice councils to create the process and training plan which resulted in a reduction of falls throughout the hospital. We have also relied on frontline nurses to create a discharge lounge, including standardized processes that have significantly reduced holding in the post-surgical area and Emergency Department. The Maternity Care Center has reduced diversion time by over 1000 hours by relying on standard processes and retaining and attracting staff. Nursing team members and providers have collaborated to positively impact staff and patient experiences. We are especially proud of the DEI efforts and mentoring program spearheaded by the unit practice council.

Nurses at Woodwinds are increasingly recognizing and elevating safety concerns. Two of our nurses, Shanna Ferch and Michelle Kletti, were recognized by the Minnesota Hospital Association with the Good Catch for Patient Safety Awards for elevating safety concerns that supported system changes in order sets. We are also thrilled to have numerous DAISY nominations and five winners in 2023.



Shanna Ferch receives her DAISY Award from Jennifer Meagher, Amy Gallagan, and Heidi Framsted.

NURSING ACROSS THE SPECTRUM

PRIMARY CARE

Primary Care service line registered nurses continue to learn and develop to meet the dynamic needs of patients receiving care within our forty-one primary care clinics. Nurses are challenged to continuously adapt and lean into change with increasing patient care demands. The flexibility and adaptation of the many nursing roles needed to support patient care, along with their level of commitment to this challenge in 2023, is extraordinary.

There are numerous nursing roles that provide care to patients within primary care, including clinic nurses, patient advocate liaisons (PAL), care coordinator nurses, PAP test result nurses, acute diagnostic services (ADS) nurses, and a new hybrid nurse role. Each of the roles provides a unique skill to support the various needs of the patient seeking care within Primary Care. The skills vary from telephone triage, communication of test results, starting IV access and administering IV fluids, coordinating care, medication set up, and even patient rooming support.

Although the specific nursing roles may vary in skills, they all share a common thread of connection with the patient. Nurses building relationships and trust with patients is essential to providing high quality and meaningful care. Nursing roles, in collaboration with the many other care roles in primary care, help make a positive difference every day for our patients.

COMMUNITY NURSING

Community Advancement's nursing team focuses on reducing barriers to preventative healthcare for diverse communities. This year we worked closely with community partners to respond to the opioid overdose epidemic and improve access to naloxone (the opioid reversal medication). Several of our nurses have become naloxone trainers with the Steve Rummeler Hope Network, a non-profit organization working on the frontlines of the epidemic. Recognizing a cultural gap in resources, we helped develop a Somali language curriculum tailored to the East African community. To date we have trained over 350 people, including youth, school nurses, health office staff, community members and healthcare workers. Additionally, our team helps coordinate 'kit packing' events where we assemble naloxone kits to be distributed in the community and have packed almost 7,000 kits.



Alex Wenzel, RN, prepared to vaccinate a community member at a recent event.

SPECIALTY CARE

This year, we introduced the DAISY Awards to recognize nurses across the specialty clinics. Ginger Kot, RN, from the Cancer Care service line and Melanie (Mel) Swanson, RN, from our MINCEP® Epilepsy Care clinic were the first to receive these awards. Additionally, the M Physicians Clinical Education Team (Meagan Thomas, RN, Erin Baker, RN, Colton Waite, RN, and Lisa Beckman) set up a training program to support new roles created to help solve ongoing staffing shortages across the specialty clinics. These roles have allowed us to continue to provide exceptional patient care and support. The new roles redefine the traditional care team model and improve patient access and jobs for individuals interested in health care, several of whom have moved on to advance their careers through formal healthcare programs such as nursing and medical assisting.

EBENEZER AND POST-ACUTE CARE

Our clinical teams have strong infection control practices and strong vaccination rates in both residents and employees. Although respiratory illnesses in general, as well as COVID numbers, increased in the fall, we saw milder symptoms and contained outbreaks in our buildings and communities across Ebenezer. Protection of our residents and staff continues to be one of our focus and we will begin offering RSV vaccinations to residents where indicated.

We are proud to report that our Lake City Skilled Nursing Facility (SNF) received another deficiency free annual survey this year. This achievement is the second consecutive year, a rarity in the SNF industry. Assisted Living (AL) and SNF surveys alike continue to have a lower-than-average number of citations and seriousness than our state peer groups.

Five of our SNF buildings received the highest star rating of 4 stars for staffing. We also added two more communities. Jones Harrison in Minneapolis and Grand Village in Grand Rapids. We continue to refine our AL level of care project to ensure we are staffing to the needs of our AL services provided.

We were voted Property Management Company of the Year by the Minnesota Real Estate Journal. Twenty-one Ebenezer communities we designated in US News and World Report as Best Senior Living Communities for 2023-2024. Of the 4000 senior living communities that participated, only 17 received awards for more than half of their communities. Ebenezer was one of them.

We closed our “grand old lady”, Ebenezer Care Center in Minneapolis, and relocated beds to St. Paul. We opened the 62-bed Ebenezer Integrated Care and Rehab (EICR) transitional, complex medical, and memory care at the Fairview Community Health and Wellness Hub.

CENTER FOR ADVANCED PRACTICE

The Center of Advanced Practice (CAP) has ratified a system-wide advanced practice provider (APP) council to create an organized process for communication and representation for all advanced practice providers. This will improve resource allocation and system wide initiatives as it relates to advanced practice nurses and physician assistants (PAs).

The CAP has also provided care model review in several care areas to evaluate how advanced practice nurses and PAs are being utilized to ensure efficient practice, access to system support teams, proper clinical constructions for top of licensing functioning and best billing practices. This will be ongoing work.

During National APP Week, the CAP awarded the first system-wide APP of the Year Award to Erin Crosby, CN, Supervisor for Southdale APP hospitalists.



Advanced Practice Providers at M Health Fairview Ridges Hospital

CONNECTED CARE

Connected Care teams provide support to patients, families, and care teams across our system and in the communities we serve. In 2023, we continued to design and implement projects supporting three key initiatives:

- 1) **Flow Optimization:** This year we focused on post-acute referral optimization. We designed and implemented a Home Care preferred provider network and a central referral hub to facilitate acute care discharges. We also created a centralized skilled nursing facility referral process. We continue to partner with system resources for innovative ways to meet the needs of our complex patients..
- 2) **Transitional Care Management:** We implemented an optimized version of Ambulatory Risk score that allows us to proactively identify and engage patients who are at risk for ED or inpatient admissions. We continue to lead standardization of care management tools for best practices for transitions of care.
- 3) **Utilization Reduction:** We support care teams in managing the care of frequently hospitalized patients to reduce readmissions and avoidable emergency visits. Our initial pilot showed reduction in hospital days, total inpatient visits, and overall cost.

We also focused on addressing social determinants of health (SDoH) across all initiatives. Connected Care was a key contributor to the design and launch of M Health Fairview Primary Care SDoH screening model. Ambulatory care staff are now able to provide tailored outreach after screenings identify a concern.

The passion, dedication, and adaptability of the team is amazing. We remain focused and committed to serving patients, families, and communities to reach their optimal health and wellbeing.

CUSTOMER SOLUTION CENTER

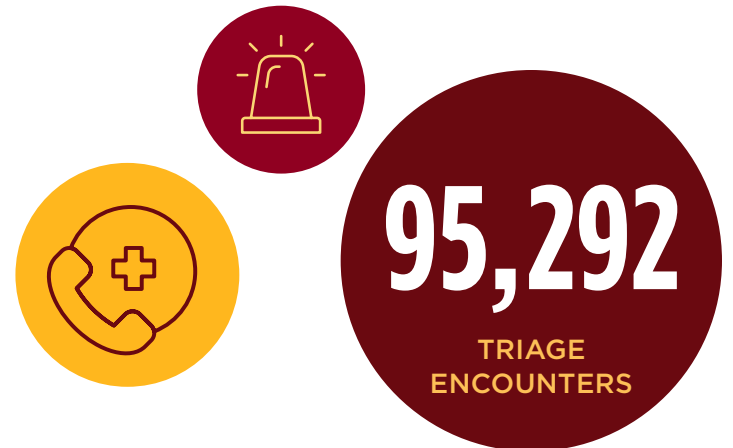
Triage nurse advisors provide telephonic triage support to symptomatic patients 24/7. Currently supporting all of our primary clinics after hours, Grand Itasca, Range, some M Physicians clinics, and M Health Fairview Specialty clinics. These nurses have completed 95,292 triage encounters through mid-October 2023.

The second level triage process is completed by our triage team, assisting patients to the most appropriate location at the right time. Of the total patients triaged utilizing the second level triage process, we've prevented 5,645 emergency department visits so far in 2023.

Weekend nurses support Paxlovid prescribing following a standing order for COVID-positive patients seeking treatment within M Health Fairview.

This team supports all patients across the system, adding many layers of complexity. We implemented a new knowledge base resource tool in 2023 to help our nurses navigate these complexities easier.

We have a subset of nurses who support ED departments in following up with patients who have been discharged prior to receiving their lab tests. We are excited to be expanding our coverage to include the ED domains of Masonic, Woodwinds, and Maplewood to help offload this work from our ED providers.



SYSTEM OPERATIONS CENTER

The System Operations Center (SOC) continues to work on improving processes in patient placement and staffing and scheduling.

Patient placement focused on finding available beds in the system when capacity was an issue, so patients wouldn't need to be transferred out of the system for their care. Organizing the conversations between providers, nurses, and specialists was a challenge at times. However, the teams were successful due to the collaboration from each site.

Another key initiative was partnering with IT and Epic to design and create numerous innovative tools and processes to better support patient flow, coordination, and visibility across the organization.

Staffing and scheduling worked on defining standard work for staff and leaders. This allowed us to identify gaps and develop remedies. We planned for new technology advances in 2024. The online scheduling system, Andgo, will improve efficiency for staff when they need to call in ill, for example. It will also increase efficiency for those who are managing the daily schedules.

The work done on staffing grid reviews by the labor pillar team, supported by the SOC and chief nursing officers, saved millions of dollars for the system. Staffing leaders will meet with site leaders, charge nurses, and administrative nursing supervisors in early 2024 to continue process improvement work.

HOME INFUSION

Fairview Home Infusion has over 100 nurses in our department, and 25% have a specialized certification: certified registered nurse infusion (CRNI), vascular access board certified (VA-BC), and oncology certified nurse (OCN). Certification enhances our skills and knowledge, advances our practice, and shows commitment to our profession, co-workers, and patients. We are proud of the specialized home infusion care we bring to the patient's home and see that reflected in our patients' reported experience. Our patient experience scores are well above the Strategic Healthcare Program (SHP) benchmarks for home health providers and patient comments like this reflect great experiences: "Fantastic care from nurses-always explains things, always concerned how I am doing, always follows up on issues, meds, etc. Very knowledgeable on my care!"

PATIENT EXPERIENCE QUESTIONS	2023 AVERAGE THRU 10/1/2023	SHP BENCHMARK
How often were nurses always courteous?	96%	93%
How often were nurses always helpful?	98%	93%
How effective was overall instruction?	99%	97%

PHARMACY

Specialty pharmacy nurses, exemplified by dedicated professionals like Annie Dahl, RN, provide invaluable expertise and support in oncology care at Fairview Specialty Pharmacy. They guide patients through each stage of their journey to identify optimal treatment options and provide continuous support. In addition to oncology care, these nurses play a crucial role in multiple sclerosis patient support and oversee an anemia program. Through the anemia program, they offer comprehensive education, dosing management, and follow-up care, adhering to collaborative practice agreements and protocols. This ensures coordinated and thorough care for anemia patients throughout their treatment journey.



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