# 2017 Nursing Annual Report

## Table of Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Letter from Traci Duncan, Vice President, Chief Nursing Officer</td>
</tr>
<tr>
<td>4</td>
<td>NorthBay Healthcare Organizational Information</td>
</tr>
<tr>
<td>5</td>
<td>Strategic Plan</td>
</tr>
</tbody>
</table>
| 5    | NorthBay Healthcare Accomplishments  
  • Guardian of Excellence Award  
  • Trauma Re-verification  
  • Joint Commission |
| 6    | Magnet Designation |
| 7    | Professional Practice Model |
| 8    | Extraordinary Nurses  
  • DAISY Awards |
| 9    | Nursing Education and Clinical Practice Development |
| 10   | Professional Presentations |
| 11   | Manuscripts Accepted for Publication |
| 12   | Demographics  
  • Education of NorthBay Nurses  
  • Patient Care Hours  
  • Agency Staffing |
| 16   | Performance Improvement  
  • Reduction in Hospital Acquired Infections  
  • Reduction in Cesarean Deliveries |
| 19   | Refurbishment of NorthBay Acute Care Units |
| 20   | Emergency Department Expansion |
| 21   | Community & Beyond  
  • NorthBay Healthcare Nurse Camp  
  • Disaster Help |
| 23   | Acknowledgments |
Message from the Chief Nursing Officer

As your vice president and chief nursing officer, I am pleased to present the 2017 Nursing Annual Report. It marks a turning point for NorthBay Healthcare in so many areas: transformation of physical space for Patient Care Services; reduction in hospital acquired conditions; achievement of our 2020 goal of 80% BSN-prepared nurses; application for Magnet re-designation; beginning development of a center of excellence for clinical education and practice; growth in surgical volumes; national recognition as a Guardian of Excellence in Neonatal Intensive Care; innovation in the operating room with artificial intelligence (LeapRail); national presentations at multiple conferences highlighting exceptional work by staff... the list goes on.

Continuous growth and improvement has been the mantra, with leadership and staff turning to experts and the literature in guiding us to the next level of nursing practice. All of our nursing leadership has national certifications with several completing masters’ degrees and doctoral degrees. Nursing colleagues from Mayo Clinic have provided guidance in development of our center of excellence for clinical education and practice. Our Evidence-Based Practice Fellowship for staff continues to develop critical thinking and analysis of clinical issues and potential solutions.

We look ahead as 2018 promises to be another exciting year. We will complete our Magnet document; complete expansion of our emergency department; focus on operational excellence; strengthen relationship-based care; and incorporate our practice model into all aspects of care delivery. I am joyed to be a member of the NorthBay Patient Care Services team and am so proud of our leadership and staff accomplishments, resilience and fortitude to advance nursing care.

I hope you enjoy reading about our accomplishments and continue to support our opportunities as we maintain our position as the “most trusted profession.”

Traci Duncan, DNP, RN, NEA-BC
Vice President
Chief Nursing Officer

Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest accomplishment or the smallest act of caring, all of which have the potential to turn a life around.

- Leo Buscaglia
NorthBay Healthcare Organization

NorthBay Healthcare is an independent, community-based, not for profit hospital system with two acute care hospitals: NorthBay Medical Center and NorthBay VacaValley Hospital. The organization has been in operation since 1957 based in Fairfield, California.

NorthBay Healthcare 2017

<table>
<thead>
<tr>
<th></th>
<th>Licensed Beds</th>
<th>Inpatient</th>
<th>Average Daily Census</th>
<th>Inpatient Length of Stay (ALOS)</th>
<th>Observation Patients</th>
<th>Emergency Department Visits</th>
<th>Deliveries</th>
</tr>
</thead>
<tbody>
<tr>
<td>NorthBay Medical Center</td>
<td>132</td>
<td>29,214</td>
<td>79.8</td>
<td>4.3</td>
<td>3,953</td>
<td>45,481</td>
<td>1,210</td>
</tr>
<tr>
<td>NorthBay VacaValley Hospital</td>
<td>50</td>
<td>12,456</td>
<td>33.3</td>
<td>5.0</td>
<td>1,890</td>
<td>24,953</td>
<td>0</td>
</tr>
</tbody>
</table>

NorthBay Medical Center and NorthBay VacaValley Hospital provides the following Inpatient and Outpatient Services:

- Emergency Services
- Gastroenterology Services
- Pharmacy Services
- Laboratory Services
- Pulmonary Services
- Emergency Department
- Intensive Care Services
- Neuroscience Service Line including Primary Stroke Certification
- Cardiac Rehabilitation
- Diagnostic Imaging Services/Interventional Radiology
- Case Management/Discharge Planning
- Social Services
- Palliative Care Services
- Perioperative Services
- Chest Pain Center
- STEMI Receiving Facility
- Trauma Level II Verified Center
- Cardiovascular Service Line
- Peripheral Vascular Services
- Medical Surgical Services
- Limited Pediatric Services
- Labor and Delivery Services (NBMC only)
- Mother-Baby Services (NBMC only)
- Nursery Services (NBMC only)
- Neonatal Intensive Care Services (NBMC only)
- Nutrition Services
- Rehabilitation Services

The hospital-based clinics located on the VacaValley campus are the Wound Center which houses two Hyperbaric Chambers, an Anticoagulation Clinic, Medical Oncology with a pharmacy, Radiation Oncology, and Cardiopulmonary Rehabilitation.

Home Care and Hospice Programs provide valuable services to outpatients once they leave our hospitals and are integral to the continuity of care for our patients. Home Care and Hospice services are located in Fairfield. The Health at Home program maintained an average daily census of 129 patients and 11,756 visits. The Home Health visits are provided by RNs, Home Health Aides, Physical Therapists, and Social Workers. The Hospice Program provides end-of-life care for many patients in our community.
Strategic Plan

The mission of NorthBay Healthcare is to provide Compassionate Care, Advanced Medicine, Close to Home with a dynamic strategic plan based on a tri-fold platform of TRUST, SEAMLESS CARE and INDEPENDENCE. The organizational values are Caring, Collaboration, Communication and Competency.

The Patient Care Services Strategic Plan directly supports the organization’s plan.

Patient Care Service Vision: Safe, Trusted, Competent, Compassionate

Patient Care Service Goals:

TRUST: • In all units, achieve scores better than the national average in the NDNQI nurse satisfaction and culture of safety outcomes survey.

SEAMLESS CARE: • Deliver seamless care that results in patient satisfaction scores where patients recommend our hospitals 95% of the time.
• Our patients highly recommend our hospital the majority of the time in the majority of all units.

INDEPENDENCE: • Educate/train in Lean management/tools throughout point of care system from director to bedside clinician.
• Develop VacaValley campus as a center of excellence for Cancer Services.

NorthBay Healthcare Accomplishments

Guardian of Excellence Award

The Neonatal Intensive Care Unit (NICU) was recognized for consistently sustaining performance in the top 5 percent of all Press Ganey clients for each reporting period during the course of one year. The Guardian of Excellence Award recognizes top-performing health care organizations that have consistently achieved the 95th percentile or above in performance in the category of the patient experience.

Trauma Re-Verification

NorthBay Trauma Center was reverified for 3 years as a level II trauma center following a two-day review from the American College of Surgeons. No deficiencies were found and high marks were received for performance improvement efforts, community education programs and commitment to helping train pre-hospital emergency response teams to ensure the best possible outcome for critically injured patients.

Joint Commission

In September, surveyors arrived for a four-day survey followed days later by a three-day lab survey. They reported 22 findings, none of which were “conditional.” The survey included the hospitals, medical offices that function under the hospital license, and Health at Home. Surveyors specifically commended the knowledge of our nurses, the collaboration between departments and asked if they could share many best practices that have been created and sustained by NorthBay.
**Magnet Designation**

Magnet designation is granted by the American Nurses Credentialing Center (ANCC) for nursing excellence. NorthBay nurses embarked on the journey toward Magnet in October 2008 and achieved Magnet designation in December 2014. This was not an end point however, simply a marker on the continual journey toward excellence in clinical practice and practice environment. As the founder of modern nursing, Florence Nightingale noted long ago, “progress in the work of nursing is essential.”

Once designated, our work immediately began to prepare for Magnet redesignation which is due in October 2018. Examples of structures essential for Magnet designation which have become part of our nursing culture at NorthBay include but are not limited to:

- Shared governance
- Evidence-based practice
- Nursing research
- Nursing strategic plan aligned with the organizational strategic plan
- Professional Practice Model

The ANCC publishes a new Magnet manual every four years, consciously raising the bar for Magnet designation. NorthBay is positioned favorably as we are in the last cohort to write to the current manual. For our first designation, clinical outcomes were required, however for our redesignation the rigor of outcome reporting has increased. The ANCC now requires trended improvement in response to nursing interventions.

In 2017, NorthBay’s vice president, chief nursing officer, Traci Duncan, DNP, RN, NEA-BC, submitted our application stating our intention to submit redesignation documents in October 2018. The redesignation document will consist of hundreds of pages of validated documentation of the work of nursing at NorthBay.

Magnet writing began in 2017 as data became available from quality improvement activities, evidenced based practice initiatives, collaborative patient education, shared decision making and an increased percentage of nurses with BSN or higher degrees.

While the writing may appear to be the work of Magnet, the real work of Magnet occurs every shift, every day as clinical nurses and nursing leaders work together to provide safe quality patient care to our community. As the logo above suggests, Magnet provides direction to true north, the direction to excellence.

We thank our senior leaders, physician colleagues, professional service partners, and boards of directors for supporting this work.

Chris Stevenson, BSN, RN, NE-BC  
Interim Magnet Program Director

Katie Lydon, MSN, RN, NE-BC  
Director of Women’s and Children’s Services  
Magnet Advisor

Kim Williamson, MSN, RN, NE-BC  
Director of Cardiac Services  
Magnet Advisor

“We unless we are making progress in our nursing every year, every month, every week, take my word for it, we are going back.”  
- Florence Nightingale, 1914
Professional Practice Model

The NorthBay Nursing Professional Practice Model creation was inspired by our Magnet journey. The patient and family are the focus of nursing practice; they are surrounded in the inner ring with professional nursing practice connecting them to the hearts. This illustration depicts how NorthBay nurses practice, communicate, collaborate and develop professionally. The spokes of the circle are the NorthBay organizational values.

In 2017, the Magnet Champions Shared Governance Committee conducted an evaluation of our Professional Practice Model. Through feedback garnered from NorthBay nurses, a decision was made to change the “Stewardship” spoke to “Trust.”
Extraordinary Nurses

DAISY Awards

2017 was the second year that NorthBay was a part of the DAISY Foundation. Nurses are nominated by their peers, families, patients and others for their extraordinary compassionate care for NorthBay Healthcare’s patients and community. The prestigious DAISY award is designed to recognize the nurses who deeply touch the lives of patients and their families. DAISY award nurses receive a signed plaque from the chief nursing officer, DAISY Foundation a “Healer’s Touch” sculpture carved by artisans in Zimbabwe, and their names are added to the DAISY Foundation website.

NorthBay Healthcare joined the DAISY Foundation in 2017 and awarded the following outstanding nurses with the extraordinary DAISY Nurse Award:

Kari Crain, Acute Care 1800
Roxy Salmeron, Acute Care 1800
Miranda Cariaga, Acute Care 1600/1700
Karen Zeck, Acute Care 1 West
Emily Taylor, Intensive Care Unit
In September 2017, JoAnn Munski, MSN, RN joined the organization to take the lead as director of Nursing Education and Clinical Practice Development. This new role will have the responsibility of oversight over clinical nurse specialists, clinical educators, simulation lab, and a newly created role for an orientation coordinator.

First steps were to meet with the Mayo Clinic to review their nursing education plan and establish a vision for NorthBay’s Nursing Education Department.

This vision includes:

- Develop structure and processes that optimize staff education and competency;
- Increase use of technology to deliver education;
- Thread evidence-based practice into the fabric of our everyday business and clinical practice;
- Transform our nursing practice at the point of care through innovation and professional development; and
- Improve patient and family experience.

Top priorities are to reconstruct the nursing orientation process and improve consistency and standardization. Concurrently with orientation will be defining the preceptor role and building a curriculum to ensure unit based orientation meets the needs of nurses new to NorthBay, including meeting the unique needs of transitional nurses and new graduates.

Simulation will be an integral part of all education, beginning with orientation and carrying through annual competencies. Utilization of simulation will improve critical thinking and problem solving skills. It also gives students an opportunity to use a classroom setting when introducing newer methodologies and technologies. Simulation will not be limited to the simulation lab, but will also take place on the unit, in an environment with which students are comfortable with.

JoAnn received her bachelor’s degree in nursing from the University of Michigan, a master’s in nursing as a Clinical Nurse Specialist, and a post-graduate family nurse practitioner certificate from Grand Valley State University in Grand Rapids. Her extensive leadership experience includes oversight of several services lines and director of a medical-surgical unit. She also provided leadership to a Center of Excellence, dedicated to patient care service, orientation and education.
<table>
<thead>
<tr>
<th>Presenter(s)</th>
<th>Presentation</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shelley Johnson, MHA, BSN, RN, CENP, Director, Critical Care Services</strong></td>
<td>Leadership Panel Speaker</td>
<td>Holy Names 3rd Annual Nursing Symposium March 24, 2017</td>
</tr>
<tr>
<td><strong>Natalie Correll-Yoder, MN, RN, CCRN, CCNS, Clinical Practice Manager - Clinical Nurse Specialist</strong></td>
<td>Presentation: Panel Speaker Forging a New Path: Transforming Moral Distress to Moral Resilience</td>
<td>National Teaching Institute and Critical Care Exposition May, 2017</td>
</tr>
<tr>
<td><strong>Natalie Correll-Yoder, MN, RN, CCRN, CCNS, Clinical Practice Manager - Clinical Nurse Specialist</strong></td>
<td>From Moral Distress to Moral Resiliency: Dealing with Ethical Issues at the Bedside</td>
<td>National Teaching Institute and Critical Care Exposition May, 2017</td>
</tr>
<tr>
<td><strong>Jennifer Tudor, MSN, RN, CCRN, Clinical Nurse III, NorthBay Medical Center Intensive Care Unit Shelley Johnson, MHA, BSN, RN, CENP, Director, Critical Care Services</strong></td>
<td>Presentation: Integrating the CNL into the staffing model</td>
<td>NorthBay Healthcare Nursing Research &amp; EBP Symposium Fairfield, CA August 25, 2017</td>
</tr>
<tr>
<td><strong>Heather Theaux Venezio, MS, RN, CEN, TCRN, Trauma Program Director</strong></td>
<td>Poster: Decreasing Postoperative Ileus with Gum Chewing: An RN Driven Intervention for Postoperative Patients</td>
<td>NorthBay Healthcare Nursing Research &amp; EBP Symposium Fairfield, CA August 25, 2017</td>
</tr>
<tr>
<td><strong>Katie Lydon, MSN, RN, NE-BC CPXP, Director of Women’s &amp; Children’s Services Heather Troutt, BSN, RN, RNC-OB, Clinical Manager of Women’s and Children’s Services</strong></td>
<td>Poster: Creating a Patient Safety Culture in OB</td>
<td>NorthBay Healthcare Nursing Research &amp; EBP Symposium Fairfield, CA August 25, 2017</td>
</tr>
<tr>
<td><strong>Natalie Correll-Yoder, MN, RN, CCRN, CCNS, Clinical Practice Manager - Clinical Nurse Specialist</strong></td>
<td>Presentation: Leveling the Evidence</td>
<td>NorthBay Healthcare Nursing Research &amp; EBP Symposium Fairfield, CA August 25, 2017</td>
</tr>
<tr>
<td><strong>Natalie Correll-Yoder, MN, RN, CCRN, CCNS, Clinical Practice Manager - Clinical Nurse Specialist</strong></td>
<td>Co-Presentation; Where is the Evidence? Unmasking the Sacred Cow</td>
<td>NorthBay Healthcare Nursing Research &amp; EBP Symposium Fairfield, CA August 25, 2017</td>
</tr>
</tbody>
</table>
## Professional Presentations (Continued)

<table>
<thead>
<tr>
<th>Presenters(s)</th>
<th>Presentation</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Leone, MS, RN, CNS, CEN, Emergency-Trauma CNS/ Clinical Practice Manager</td>
<td>Co-Presentation; Where is the Evidence? Unmasking the Sacred Cow</td>
<td>NorthBay Healthcare Nursing Research &amp; EBP Symposium Fairfield, CA August 25, 2017</td>
</tr>
<tr>
<td>Katie Lydon, MSN, RN, NE-BC, CPXP, Director of Women’s and Children’s Services</td>
<td>Poster: Creating a Patient Safety Culture in OB</td>
<td>ANCC Annual Magnet Conference Houston, TX October 11-13, 2017</td>
</tr>
<tr>
<td>Heather Troutt, BSN, RN, RNC-OB, Clinical Manager of Women’s and Children’s Services</td>
<td>Poster: Research Study Alleviating Moral Distress Among Nurses in a Medical Surgical ICU</td>
<td>UC Davis Medical Center Professional Governance Celebration Sacramento, CA October 31 - November 1, 2017</td>
</tr>
<tr>
<td>J. Trask, MS, RN, CCRN, Barbara Rickabaugh, MSN, RN, NE-BC, T. Pak, MSN, RN, NE-BC, B. Raingruber, Ph.D., RN, NE-BC, M. Wilson, Ph.D.</td>
<td>Poster: Research Study Alleviating Moral Distress Among Nurses in a Medical Surgical ICU</td>
<td>UC Davis Medical Center Professional Governance Celebration Sacramento, CA October 31 - November 1, 2017</td>
</tr>
</tbody>
</table>

## Manuscripts Accepted for Publication 2017

| Presenters(s)                                                                 | Title: Multi-Patient Simulation: Student Perceptions of Confidence and Readiness to Care for Multiple Patients | Accepted by *Journal of Informatics Nursing* and published in March 2018 |
| Laura Oiler, MS, BSN, RN, CCRN Clinical Informatics Education Nurse |                                                                                                               |                                                                          |
| Laura Oiler is first author on this publication                                           |                                                                                                               |                                                                          |
| Shelley Johnson, MHA, BSN, RN, CENP, Director, Critical Care Services | Title: Combating Hospital Acquired Clostridium difficile: A Successful Collaboration Between Clinical Nurse Leaders and Clinical Nurse Specialist | Accepted by *Nursing Management* and published in March 2018 |
| Shelley Johnson is author of this publication                                           |                                                                                                               |                                                                          |
| Shelley Johnson, MHA, BSN, RN, CENP, Director, Critical Care Services | Organization Risk of Hospital Acquired Infections                                                        | Accepted by *Nursing Economics* and published in July 2018               |
| Shelley Johnson is author of this publication                                           |                                                                                                               |                                                                          |
| Elisa Jang, MS, RN, CNS, Clinical Nurse Specialist, Translational Research               | Evidence-Based Practice Exemplar                                                                          | Accepted by *Foundations of Clinical Nurse Specialist Practice, 3rd Edition* and published in Spring 2018 |
2017 Nursing Research Proposals

<table>
<thead>
<tr>
<th>Date</th>
<th>Proposal Title</th>
<th>IRB Approval Number or Exempt/Exempted</th>
<th>PI Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/19/17</td>
<td>Surgical Site Infection Prevention in Patients Undergoing Colon Surgery Using an SSI Bundle</td>
<td>17-06 EBP</td>
<td>Rosa Torres-Westphal, RN</td>
</tr>
<tr>
<td>7/19/17</td>
<td>Satisfaction with Patient-Centered Visitation Policy</td>
<td>17-07 EBP</td>
<td>Teri Chamberlain, RN</td>
</tr>
<tr>
<td>8/16/17</td>
<td>Family Involvement in Patient Care</td>
<td>17-16 EBP</td>
<td>Shawnee Laiwa-McKay, RN</td>
</tr>
</tbody>
</table>

DEMOGRAPHICS (ALL NURSES OF NORTHBAY HEALTHCARE)

NorthBay Healthcare RN Ethnicity

RN Gender

- Native American
- Asian
- African American
- Hispanic
- Pacific Islander
- Other
- Mixed Race
- White

- Female
- Male
**Education of NorthBay Nurses**

### 2017 NorthBay Healthcare
All Registered Nurses
(including Nursing Leadership)

<table>
<thead>
<tr>
<th>Education</th>
<th>RN Employees</th>
<th>940</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td></td>
<td>181</td>
</tr>
<tr>
<td>BSN</td>
<td></td>
<td>617</td>
</tr>
<tr>
<td>Diploma</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>MSN</td>
<td></td>
<td>138</td>
</tr>
<tr>
<td>DNP</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>PhD</td>
<td></td>
<td>2</td>
</tr>
</tbody>
</table>

- **Average Age**: 43 years
- **Average Years of Service**: 7.36 years

### 2017 Nursing Leadership

<table>
<thead>
<tr>
<th>Education</th>
<th>Employees</th>
<th>37</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSN</td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>Diploma</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>MSN</td>
<td></td>
<td>23</td>
</tr>
<tr>
<td>DNP</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

- **Average Years of Service**: 14.5 years

**NorthBay Healthcare RN degrees**

- ADN
- BSN
- MSN
- Diploma
- DNP
- PhD
NorthBay nurses exceeded their annual goal for BSN or higher nursing degrees in 2017 in support of the national Institute of Medicine (IOM) goal for the nursing workforce to be 80% BSN or higher by 2020.
**WorkForce and Agency Usage 2017**

Nurse retention is strong in maintaining a significantly below benchmark turnover statistic for 2017. Nurse turnover rates throughout California saw an increase from 2016 to 2017. NorthBay Healthcare also saw a slight increase in nurse turnover, although not at the level of the increase seen throughout the state. The NorthBay Healthcare nurse turnover remains significantly below the state levels. Vacancy rates improved from 2016 to 2017 as the increase hiring initiative of 2017 to improve staffing levels was successful. The NorthBay Healthcare nurse vacancy rate remains below the state levels.

<table>
<thead>
<tr>
<th>RETENTION/RECRUITMENT STATISTICS</th>
<th>NorthBay Healthcare Group</th>
<th>CHA/AHA Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>1.4%</td>
<td>2.25%</td>
</tr>
<tr>
<td>Vacancy</td>
<td>7.2%</td>
<td>4.28%</td>
</tr>
</tbody>
</table>

*2017 Agency Usage by Quarter*
Performance Improvement

Reduction in Hospital Acquired Infections (HAI)

In 2017, part of the strategic plan was to reduce Hospital Acquired Infections by 20% from 2016. The goal was met on all 3 measures targeted.

Reduction in Clostridium Difficile (C.Diff)

In 2017, a hospital wide interdisciplinary team was developed with the goal of decreasing hospital acquired C.Diff rates. The team had representatives from many different disciplines but the core team consisted of Clinical Nurse Leaders and Clinical Nurse Specialists. The team started by focusing on appropriate C. Diff testing, use of personal protective equipment, quality hand washing and cross contamination of equipment.

Reduction in Catheter-Associated Urinary Track Infections (CAUTI)

The HAI committee worked with materials management and replaced all urinary catheter kits with Bard Sure Step and trained all RN's during annual Skills Fair. The committee continues to work with nurse driven protocols in collaboration with Urologists for insertion and discontinuation of urinary catheters.

Reduction in Central Line-Associated Bloodstream Infection (CLABSI)

In an effort to reduce CLABSI, alcohol impregnated caps were implemented for all intravenous lines housewide. Beginning in May of 2017, the Bard All Points Program conducted a nurse assessment focusing on aseptic dressing changes, blood draws, aseptic flushing and hub maintenance procedures. Opportunities for improvement were observed and six months later a second assessment was done that showed great improvement.
### NorthBay Healthcare Severe Sepsis or Septic Shock Mortality Rate

- **April 2017 (Apr-17):** 31.7%
- **May 2017 (May-17):** 19.1%
- **June 2017 (Jun-17):** 17.7%
- **July 2017 (Jul-17):** 17.7%
- **August 2017 (Aug-17):** 22.2%

**Intervention:**
- Implemented use of RRT Rounder RN to support use of three-day sepsis bundle beginning in the ED.

### NorthBay Medical Center Intensive Care Unit CLABSI Rate

- **Pre Data:**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>CLABSI per 1000 Central Line Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Q 2016</td>
<td>1.93</td>
</tr>
<tr>
<td>4Q 2016</td>
<td>0</td>
</tr>
<tr>
<td>1Q 2017</td>
<td>0</td>
</tr>
<tr>
<td>2Q 2017</td>
<td>0</td>
</tr>
<tr>
<td>3Q 2017</td>
<td>0</td>
</tr>
<tr>
<td>4Q 2017</td>
<td>0</td>
</tr>
</tbody>
</table>
Performance Improvement Continued

Reduction in Cesarean Deliveries

As a result of all of our hard work and focused interventions, the team was able to decrease our annual Nulliparous Term Singleton Vertex (NTSV) rate by 3.8% in 2017. This is 2.1% below the Healthy People 2020 Target of 23.9%. This is phenomenal work by the entire team.

Comparison of NorthBay Medical Center and average rates provided by California Maternal Data Center (MDC).
Refurbishment of NorthBay Acute Care Units

Beginning in June of 2017, NorthBay Medical Center Acute Care Units underwent refurbishment. Taking advantage of a typical summer slow down in census, each unit was shut down in phases, allowing for patient care to be consolidated in other areas.

On 1700, four new beds were added and opened near the end of July. Phase 2 included a refresh to 1600 unit, with the final phase being 1800 unit.

Unit 1800 North opened several days earlier than planned when concerns about wildfires in Northern California prompted organizers to expedite and ready 15 beds ahead of schedule. The area was open to patients on October 9th. A multidisciplinary team worked together to prepare rooms as delivery of equipment and new beds were accelerated.
Emergency Department Expansion

In 2017, phase 1 of an Emergency Department remodel expansion was complete. This first phase gave the busy department eight new patient rooms as well as an expansive triage space. It also provided a fresh updated lobby area. The new space allows the emergency department to adopt new processes, thereby having ambulatory patients seen in more traditional exam rooms, saving hospital beds for sicker patients.
Community & Beyond

Disaster Help

In October 2017, the Atlas Fire destroyed numerous homes and resulted in NorthBay Healthcare activating a command center as the fire spread into Solano County. The goal was to keep patients safe, services available and look out for co-workers.

As hospitals in nearby Sonoma county had to evacuate due to the fire, they put out a call for help in covering shifts, as many of their staff lost homes. NorthBay staff stepped up and made themselves available to cover those shifts at other facilities.

As NorthBay employees also were forced to evacuate, they found shelter in homes of their co-workers. Rebecca Miller, RN, learned that many of her friends and colleagues were evacuated taking shelter in various spots around Fairfield. She went into delivery mode, providing not only snacks but lunch and dinner for those who were displaced.

NorthBay also supported Sonoma Developmental Center patients displaced in the fire.

NorthBay Healthcare Nurse Camp

Thirty-six teens representing every high school in Solano County attended the 13th Annual NorthBay Nurse Camp from June 20-23, 2017. Selected from a field of more than 75 applications, the students spent two days on the VacaValley Hospital campus and two days at NorthBay Medical Center, learning what it takes to be a nurse.

NorthBay nurses founded the annual camp 14 years ago and the curriculum is focused on inspiring young adults to seriously consider a career in nursing. During the 4-day camp, nurses from all areas of the hospital mentor students and educate them about a variety of aspects of the nursing profession.

On the first day, the students jumped right into hands-on-experiences as they learned to suture wounds, give injections (to oranges), start IVs (on simulation models) and practice CPR. On the second day, spent in the VacaValley Hospital Emergency Department, the teens learned about casting and splinting by applying soft casts to each others’ arms and they witnessed a mock trauma. Later that day, they got a look at emergency medicine in the field, thanks to REACH medical helicopter and the Vacaville Fire Department.
One of the most popular events was a visit to NorthBay Medical Center’s Surgery Department, where the teens donned sterile garb to enter a surgical suite, examined items under a microscope and practiced laparoscopic surgery on a melon.

Other events included a visit to the intensive care unit, where they learned about stroke patients and practiced using the lift equipment. The final day was all about babies in NorthBay Medical Center’s Women’s and Children’s Services department.

The NorthBay Nurse Academy began in 2003 as a way to reach out to high school students and expose them to careers in nursing. Nurses volunteer as Nurse Ambassadors and host nursing clubs in several local schools. Many teens who attend Nurse Camp also participate in their school’s nursing club.

Not only has the program been successful, the extremely positive impact the students have had on the nurses involved in the program was unexpected. More than 50 nurses have taught through the years, and come away from Nurse Camp with a renewed sense of worth, love of their profession, and collaboration with their peers.
Acknowledgments

Contributors to the Year End Report

Nurse Contributors: Traci Duncan, DNP, RN, NEA-BC, Vice President, Chief Nursing Officer

Donna Dabeck, MHA, BSN, RN, PHN, CHCR, Manager Nurse Recruitment and Retention

Chris Stevenson, BSN, RN, NE-BC, Magnet Program Director

Katie Lydon, MSN, RN, Director Women’s and Children’s Services

Heather Troutt, MSN, CNL, RNC, Clinical Manager Women’s and Children’s Services

JoAnn Munski, MSN, RN, Director Nursing Education and Clinical Practice Development

Rhonda Martin, RN, MSN, CPHQ, NE-BC, Assistant Vice President of Nursing Operations

Public Relations: Diane Barney, Director of Public Relations

Robin Miller, Social Media/Online Specialist

Human Resources: Diane Urbano, Human Resources Manager, Compensation & Benefits

Project Lead: Leah Kuchta, Administrative Support Specialist

Special Acknowledgments: Kortney Sanchez, Executive Assistant to Chief Nursing Officer

Darcy Ramer, MCSM, MIDAS Certified System Analyst