As your Vice President and Chief Nursing Officer, I am pleased to present the 2019 Patient Care Services Annual Report (aka Nursing Annual Report). 2019 has been nothing short of a spectacular year of accomplishments for NorthBay. We achieved our Magnet redesignation in August and opened the new wing in October. Both were true labors of love by staff and leadership.

Pictures from our Magnet celebration and the sunshine on everyone’s face speaks for itself, but behind the redesignation is true blood, sweat and tears to become re-designated, four years in the making. Thanks to our dedicated staff and leadership, we made it happen and our outcomes are a testament.

The new North Wing is an amazing space with big light windows, large hallways and rooms, new operating rooms, radiology, Shaw Family Kitchen, the latest technology and staff providing excellence in care delivery. Ten years in the planning and building, we are all proud of the result.

You will see in this report that our primary tenets of recognition for outstanding work and shared decision making make us a great place to work and receive care. I hope you enjoy learning more about our work in 2019. We are NorthBay!

“Nursing is a progressive art such that to stand still is to go backwards”

Florence Nightingale
# Table of Contents

Professional Practice Model ........................................ 3  
Magnet Redesignation .................................................. 4  
Shared Governance ...................................................... 8  
Resource Allocation .................................................... 12  
Meaningful Recognition ............................................... 18  
Exemplary Outcomes .................................................. 22  
Evidence-Based Practice ............................................. 26  
Professional Development .......................................... 30  
Transformational Leadership ....................................... 34  
Care Coordination ....................................................... 38  
Looking Ahead ........................................................... 42
Inspired by our Magnet Journey, a group of nurses designed the NorthBay Nursing Professional Practice Model in 2010. The patient and family are the focal point of our professional nursing practice, representing the purpose of our work and the relationship of nurses with patients. The hearts represent how NorthBay nurses practice, communicate, collaborate, and professionally develop. The spokes represent NorthBay organizational nursing values. The outer ring is the theoretical framework for our practice.

You will find the 2019 Patient Care Services Annual Report organized according to the elements of nursing practice at NorthBay.

- **Shared Governance** represents the structure for shared decision making among clinical nurses, nurse leaders, and clinical specialists, which facilitates communication and collaboration to achieve excellent safe, high quality patient care, and a positive practice environment. Through the shared governance structure and process, nurses have the authority, accountability, and responsibility for decisions affecting work at the point of care delivery.

- **Resource Allocation** is an essential function of clinical nurses as they identify patient care needs shift by shift through patient classification and acuity systems. Clinical nurses and nursing leaders work together to prioritize procurement of equipment and supplies based on patient population and evidence-based needs.

- **Meaningful Recognition** is an acknowledgement of the contributions made by groups and individuals toward achieving strategic goals.

- **Exemplary Outcomes** represent the organizational vision for exceeding in publically reported quality measures and the nursing vision of being nationally recognized for clinical services.

- **Evidence-Based Practice** provides the foundation for the evaluation of practice and the commitment to scientific inquiry. The goal is to advance practice individually and collectively and to improve patient outcomes.

- **Professional Development** is represented by our commitment to lifelong learning, career advancement, outreach to community members interested in the nursing profession, and the education of future nurses.

- **Transformational Leadership** acknowledges the power of leadership at the bedside and that of nursing executives, directors, and managers to inspire and advocate for nursing excellence.

- **Care Coordination** represents interdisciplinary collaboration and the commitment to using internal and external resources to provide the best care possible for those who entrust NorthBay with their healthcare needs.
Celebrating Magnet!

On August 16, 2019, NorthBay nurses, interdisciplinary team members, and leaders filled the Shaw Family Kitchen and conference rooms across NorthBay campuses anxiously awaiting the phone call from the American Nurses Credentialing Center. The room fell silent as Chief Nursing Officer Traci Duncan answered the call. The Commission on Magnet announced NorthBay’s Magnet redesignation, and the room erupted in confetti and cheers.
NorthBay Healthcare Group was redesignated as a Magnet facility for another four years (2019-2023). This prestigious designation is the highest honor hospitals can receive for nursing excellence. Only 505 hospitals in the world have Magnet status.

The Magnet document was submitted in October 2018 with additional documentation submitted in March 2019. NorthBay hosted three Magnet appraisers in June for a three-day site visit full of data review, department tours, and meetings with nurses and interdisciplinary team members across the continuum.

Three major themes emerged in responses to appraisers’ questions about what NorthBay cares about most – our patients, our community, and each other. Appraisers commented on NorthBay’s pride in being Magnet and being a family.

The final report from the Magnet Program Office highlighted two standards as exemplary under the Magnet category of Structural Empowerment:

- NorthBay’s support for clinical nurse involvement in community healthcare outreach
- A robust multi-pronged approach to clinical nurse recognition
Celebrations Continue!

Magnet leadership and team of Magnet Escorts celebrate at the end of the Magnet site visit. Nine clinical nurses served as escorts for the Magnet appraisers including Jennifer Veler, Maureen Allain, Amy Ciraulo, Joey Polen, Karen Zech, Karen Morin, Nancy Cerna, Laurel Nielson, and Megan Ferreira. During the visit, the team guided the appraisers through their activities as they sought to verify, clarify, and amplify the contents of the Magnet document.

Escorts Lead the Way
Seventeen NorthBay nurses attended the 2019 Magnet Conference in October in Orlando, Florida including ten clinical nurses, who received NorthBay scholarships to attend the conference. These nurses represented NorthBay Healthcare in the recognition celebration ceremony and absorbed new knowledge to elevate nursing practice at NorthBay. Some of the topics these nurses hope to impact include leveraging technology to keep patients safe and improve outcomes, expanding healthcare provider wellness, and improving both nurse and patient satisfaction.
Shared Governance

Goal-Directed Workgroups and Councils

**Medication Safety**
- Continued work to decrease medication administration errors
- Transitioned ongoing work to Quality and Practice Council

**Interdisciplinary Handoff**
- TRIaled evidence based IPASS handoff tool
- Next steps: Ongoing work to refine the tool will continue in 2020

**Adult Physical Assessment**
- Compared documentation to evidence-based tools; standardized views across departments
- Next steps: Coordinate with clinical informatics after Cerner upgrade

**EBP and Research**
- Facilitated organizational Digging for Dinosaurs contest
- Hosted annual NorthBay EBP and Research Conference

**Magnet Champions**
- Led preparation efforts for Magnet Site Visit
- Supported successful Magnet Redesignation

**New Councils in 2019:**
- **Quality and Practice** worked to standardize order reconciliation
- **Professional Development** made plans to revive Relationship Based Care and Commitment to my Coworker

**Shared Governance Goal**
- Directed Workgroups and Councils

**Medication Safety**
- Continued work to decrease medication administration errors
- Transitioned ongoing work to Quality and Practice Council

**Interdisciplinary Handoff**
- TRIaled evidence based IPASS handoff tool
- Next steps: Ongoing work to refine the tool will continue in 2020

**Adult Physical Assessment**
- Compared documentation to evidence-based tools; standardized views across departments
- Next steps: Coordinate with clinical informatics after Cerner upgrade

**EBP and Research**
- Facilitated organizational Digging for Dinosaurs contest
- Hosted annual NorthBay EBP and Research Conference

**Magnet Champions**
- Led preparation efforts for Magnet Site Visit
- Supported successful Magnet Redesignation

**New Councils in 2019:**
- **Quality and Practice** worked to standardize order reconciliation
- **Professional Development** made plans to revive Relationship Based Care and Commitment to my Coworker
Patient Care Services Adopts New Look

In 2019, Patient Care Services (PCS) adopted standards for a professional look based on years of work through Shared Governance. The Professional Attire Goal-Directed Workgroup sought to answer the question: “What is professional attire within PCS at NorthBay?”

After an extensive literature review and consultation with the Patient Family Advisory Council, a Cornerstone survey was sent to PCS team members. The results demonstrated that solid matching scrub sets per discipline were the highest rated for a professional look. Based on this feedback, NorthBay PCS disciplines voted for their choice of solid-colored scrubs by discipline. Nurses chose graphite (charcoal gray); Respiratory Care Practitioners selected navy blue; CNAs, Unit Clerks and Techs chose Bahama blue (dark teal blue). Those who work in procedural areas will wear light blue. NorthBay Healthcare Foundation Guild Volunteer scrub sales offers and a stipend helped PCS team members with the transition.

DBC’s Develop Plans to Improve Satisfaction

NorthBay registered nurses who spend at least 50% of their time involved in direct patient care participate in the RN satisfaction survey administered by the National Database for Nursing Quality Indicators (NDNQI). The graph illustrates the 2019 survey results compared to all hospitals participating in the survey. DBCs created action plans to help improve the practice environment and RN satisfaction. Examples from 2019 include team-building activities, recognition boards, certification recognition, and the creation of unit-based relaxation rooms.
2 NORTH ACUTE SURGICAL

- Officially opened on October 1st. Clinical nurses led initiatives to open the unit including hiring and recruiting, day-in-the-life drills, unit orientation, and new technology integration.
- Implemented Enhanced Recovery After Surgery (ERAS) with a team approach to improve patient outcomes.
- Embraced new technology including GetWell Network, ceiling lifts, and a pneumatic tube system.

ACU 1600/1700

- Improved clinical outcomes with reduced C. diff occurrences and HAPI rates.
- Improved patient experience scores.
- Improved employee satisfaction through an employee of the month award, shout-out boards, unit webpage, team-building activities, and a relaxation room.
- Practice changes included implementing purposeful hourly rounding, RN-CNA hand-off, video monitoring technicians, and RN-MD rounding.

ACU 1800

- Continued to outperform on CLABSIs, CAUTIs, and HAPI. Greatly reduced falls through virtual video monitoring, fall alarms for the first 24 hours, purposeful rounding, and No Pass Zone.
- Focused on employee satisfaction through involvement in new equipment purchases, “Awesomeness” board, caring moments at shift huddles, NorthBay Way awards, and team-building activities.
- Practice changes included TSAM orientation and piloting and implementing C. diff liners to decrease hospital-acquired C. diff.

ACU 1 WEST-2 WEST

- Continued activities to enhanced patient experience through “Ring the Bell” to celebrate a patient’s last chemo treatment and Brighten-a-Day gift bags from staff donations.
- Improved employee satisfaction through bi-monthly safety stars, shout-out boards, shooting star awards, celebrating newly certified RNs and CN III’s on the huddle board, and a relaxation room.
- Practice changes included TSAM orientation implementation, formation of a Chemo Council, RN-CNA hand-off, IPASS trial, and a focus on back to basics. HAI-reduction interventions implemented.

CARDIAC CATH LAB

- Opened Cath Lab Recovery pre/post with interim use of diagnostic imaging holding room during renovation.
- “Hard Stop” initiated for Cath Lab Observation to give report to invasive circulator to improve patient safety and communication.
- Initiated groin checks on patients post procedure to collaborate with and educate ACU nurses on groin management.

CARDIOLOGY

- Improved communication between team members with a structured hand-off for EKG.
- Improved EKG training for nurses and education on echocardiogram disease detection.
- Adopted dobutamine protocol for cardiac nurse practitioners.
Our Achievements

CLINICAL SUPPORT SERVICES

- Standardized staffing office and Administrative Coordinator shift handoff. Administrative Coordinators cross-trained to staffing office.
- Developed CSS ShareSpace page.
- Continued to support many NorthBay committees with active CSS member involvement.
- Practice changes included the virtual float pool development, new Cerner icon to indicate when a patient is ready for admission, and the Enterprise Visibility Monitoring System.

EMERGENCY DEPARTMENT

- Developed on-call program to improve staffing for ED RNs and techs, to improve staffing morale.
- Revamped ED RN orientation using TSAM model. Trained 14 ED RNs total, including four new grads. Length of orientation decreased with an increase in satisfaction from both preceptors and orientees.
- Quality improvements included improved time to EKG read and troponin and decreased ED length of stay.

INTENSIVE CARE UNIT

- Continued reduction in CLASBI, CAUTI, Falls, and HAPI.
- Improved patient experience through individualized care plans, bedside hand-off, purposeful hourly rounding, ICU diaries, No Pass Zone, dedicated quiet times, and multi-disciplinary rounding.
- Improved employee satisfaction through team-building activities, “Kudos” board, ICU EBP team focus on reducing burnout with quiet time and quiet room implementation, quarterly and specialty skills training, and open forum action planning sessions.

PERIOPERATIVE

- Focused on preparing and moving to the new wing through supply and equipment management; new communication system; and training on new building, equipment, and processes.
- Department improvements included integration technology, adoption of Vocera communication tools, in-room monitors, dedicated family waiting room, Zimmer intellicarts, house gasses, and combined Surgical Prep Area (SPA) and PACU.
- Other accomplishments included CNOR Strong, three nurses trained with Peri-op 101, and the first robotic surgery at NorthBay.

RESPIRATORY THERAPY

- Collaborated with nurses, physicians, clinical nutrition, PT, OT, speech therapy, and palliative care to pilot the COPD Education program.
- Led the team in the purchase and training of new equipment to provide enhanced patient safety and experience including non-invasive v60s, high flow nasal cannulas (Airvo), intrapulmonary percussion (Metaneb), and Serve-U ventilators with more mode options.

WOMENS AND CHILDRENS

- Focused on safety through readiness refreshers and bridge scanning.
- Continued collaboratives for maternal morbidity and mortality reduction and Grow Babies Grow.
- Staff training and simulation focal areas included prolapsed cord, perinatal C-section, Code White, newborn resuscitation, post-partum hemorrhage, NICU premedication for intubation, maternal sepsis, UAC set up and monitoring, bladder scanner, and glucose gel.
Resource Allocation

Average Daily Census 132
Total Patient Admissions 9,931
Total Emergency Visits 68,026

Total Inpatient Surgeries 1,931
Total Outpatient Surgeries 1,952
Total Births 1,108
With patient safety a top priority, NorthBay Healthcare implemented the AvaSys Video Monitoring System in May to monitor those patients who are most at-risk for interfering with medical devices, getting out of bed, elopement, or falling. The system allows highly trained video monitoring techs or VMTs to monitor up to 20 patient rooms across both hospital campuses from a central monitoring room on ACU 1600. A two-way audio system allows for a patient and the VMT to converse, enhancing safety and patient experience.

“This program allows us to put other CNA staff back out on the floor, helping the nurses, rather than just sitting with one patient.”

- Emily Roberts, VMT-CNA

Video Monitoring Enhances Patient Safety

1,179 Number of patients monitored

89,858 Total hours monitored
The North Wing

The North Wing opened in October with a new nursing unit and perioperative services. NorthBay nurses were at the forefront of preparing for our newest addition.

Perioperative Services

The third floor is equipped with state-of-the-art Operating Rooms, Surgical Prep Area, formerly Same Day Center, and Post-Anesthesia Care Unit with eight bays. Although the overall design for the perioperative additions had been long established, the perioperative DBC, service leads, and CN IIs assisted with final designs, equipment, and storage areas. Design elements were included to help improve patient care and workflow for nurses. The perioperative team underwent additional training focused on the new equipment, technology, and workflow processes and procedures in the new space.

“With the equipment we have in the North Wing, people do not have to travel to get the advanced surgical care they need.”
- Jim Bollig, Senior Director Perioperative Services

2 North Acute Surgical

The second floor houses 2 North Acute Surgical with 22 state-of-the-art patient rooms, four nurses’ stations, a waiting room with televisions and tracking monitors, equipment storage rooms, clean and dirty supply rooms, and two treatment rooms. The new unit features nurses’ stations with ergonomic sit/stand desks, two Omnicell stations, bedside computers, lifts in every room, and three large charting rooms. All 2 North patient rooms are equipped with the GetWell Network. Clinical nurses were heavily involved in hiring, developing workflows, and implementing the abundance of new technology for 2 North. The additional beds bring the total at NorthBay Medical Center to 154 beds.

January

INTERNAL JOB FAIR

2 North leaders discuss hiring process, new technologies, and integration of Enhanced Recovery After Surgery with internal candidates

March

EXTERNAL JOB FAIR

Recruitment efforts continue with external candidates for positions throughout the hospital
A pneumatic tube system in the SPA/PACU area to save valuable time when sending samples, medications, and other small items back and forth through the new wing and select locations throughout the hospital.

Cameras and monitors in OR rooms allow for visualization during cases and the ability to display the surgical safety checklist and radiographic images while Vocera communication devices allow for hands-free communication.

House gases for CO2 and nitrogen, dedicated storage areas for gurneys and radiology equipment, and improved suction devices to ensure needed resources are readily available.

A dedicated family waiting room to promote a positive patient and family experience.

An Airborne Isolation room in the SPA/PACU area and lead lined windows and doors in the department help to keep team members safe.
Omincell automated dispensing medication cabinets were fully installed in late 2019 after over a year in the training and installation process throughout NorthBay Healthcare campuses. NorthBay nurses and other key stakeholders evaluated automatic dispensing cabinets in 2016 during Shared Governance and provided input into the organizational decision to switch to Omincell. Reasons Omincell was chosen over competitors include a faster, more efficient, and safer design; medication dispensing functionality; and medication safety reporting ability.

After the Omincell cabinets were approved through the budgeting process, an interprofessional goal-directed workgroup met in Shared Governance to develop NorthBay-specific processes and training. Department-based nurse super-users partnered with pharmacy to train colleagues on use of the new medication cabinets.

Keeping Patients Safe through Cerner Bridge Solutions

The Cerner Bridge Medical Transfusion Administration, Breast Milk Management, and Specimen Collection are web-based solutions that support patient safety through positive patient identification at the bedside. In 2019, the Cerner Bridge Solutions were implemented as resources to assist in clinical decision making and enhance patient safety in a variety of areas.

- **Transfusion Administration** enables nurses to verify the administration of blood products to ensure patients are receiving the right type and appropriately cross-matched blood product.
- **Breast Milk Management** allows nurses to verify breast milk by scanning bottle labels to ensure the correct milk is going to the correct patient. This is used for both storing a mother’s pumped milk or for use with donor breastmilk.
- **Specimen Collection** facilitates labeling collected specimens appropriately at the bedside in the presence of the patient to ensure the right specimens are collected on the right patient and decrease risk of miscommunication with collected specimens.
Upgrades Enhance Patient Environment

With the new wing opening, the main corridors, family lounges, and elevator lobbies in the existing tower received a facelift. New flooring, paint, and artwork brightened the spaces to bring a more cohesive and inviting look. Research demonstrates the positive impact art can have on healing, and the newly remodeled spaces were designed to reduce stress and anxiety for patients, visitors, and staff. The Intensive Care Units received a refresh to modernize existing spaces and to improve patient safety and experience. The ICU project refreshed patient rooms including flooring, baseboards, and cabinets. Plans for 2020 include overhead lift equipment in both the NorthBay Medical Center and NorthBay VacaValley Hospital ICUs to improve patient mobility and staff safety.

Other Care Delivery Enhancements

- The GetWell Network, a technology platform, designed to enhance the patient experience was integrated into each interactive “white board” television screen in 2 North.
- NorthBay became the first healthcare organization on the West Coast to implement Servo-U mechanical ventilators with Neuraly Adjusted Ventilatory Assist (NAVA) technology designed to better synch with a patient’s respiratory efforts.
- Monitor technicians found their new centralized home on 2 North. Centralized monitoring helps to reduce alarm fatigue and enhances patient safety by reducing outside distractions.
- Infusion Services moved to the NorthBay Cancer Center to provide a more streamlined experience for patients requiring both specialty services for their treatment.
- Optilink updates improved technology to better match flexing tools. Flexing appropriately ensures we have the right amount of staff and other resources to adequately care for our patients’ needs.
- Following a successful trial, the Atlas Transport Team was implemented to assist with patient transports throughout the hospital, allowing nurses and other team member to focus more on patient care instead of transport logistics.
2019 NorthBay Awards and Recognitions

Chest Pain –MI Registry Gold Performance Achievement Award
NorthBay Medical Center received the American College of Cardiology’s NCDR Chest Pain – MI Registry Gold Performance Achievement Award for 2019. NorthBay is one of only 30 hospitals nationwide to receive the honor. This marks the sixth year of being honored with this award, which recognizes NorthBay’s commitment and success in caring for MI patients.

Gold Plus Quality Achievement Award for Stroke
For the fourth year in a row, NorthBay Healthcare received the American Heart Association/American Stroke Association’s Get With The Guidelines Stroke Gold Plus Quality Achievement Award and also qualified for recognition on the Target: Stroke Elite Honor Roll. The award recognizes the commitment to ensuring stroke patients receive the most appropriate treatment.

Donor Network West Diamond Award
Donor Network West awarded NorthBay Medical Center with a Diamond Award for organ referral timeliness and potential conversion rates. Only four hospitals in the 160-hospital Donor Network West service area achieved this recognition.

Baby Friendly
Baby Friendly USA, Inc. re-designated NorthBay Healthcare as a Baby Friendly hospital for another five years. NorthBay received its original Baby Friendly designation in August 2014. The national Baby Friendly designation recognizes NorthBay for achieving the highest standards for mother/baby care practices related to infant feeding and establishes NorthBay as a global leader in providing evidence-based maternity care to support optimal infant feeding. NorthBay is the only hospital in Solano County that is designated as Baby Friendly.

Cancer Center Reaccreditation
NorthBay Cancer Center earned a Commission on Cancer (CoC) Three-Year with Commendation Silver level reaccreditation from the American College of Surgeons. CoC accreditation nationally recognizes the inter-disciplinary team for high quality, patient-centered care.

Leapfrog Grade
The Leapfrog Group recognized NorthBay Healthcare’s commitment to patient safety and quality. NorthBay VacaValley Hospital received a Hospital Safety Grade “A” and NorthBay Medical Center received a “B.” Both hospitals improved a full letter grade this year. The Hospital Safety Grade review assesses hospitals strictly on patient safety, including inpatient injuries, infections, and medical and medication errors.
Patient Care Services All Stars

All Stars are staff who have demonstrated exceptional performance through their relationships with others and job skills. They are role models for others, help promote a positive practice environment, and demonstrate the NorthBay Values: Caring, Communication, Collaboration, Competence.

SETH BARGER
Seth Barger is a Clinical Nurse III in the Cardiac Catheterization Lab. He has been with NorthBay since 2014. Seth’s colleagues describe him as the “go-to” person for colleague education and instills trust through his competence and collaboration with the whole team to promote best patient outcomes. He is very approachable and willing to help out whenever needed, never complains, and always has a smile on his face.

MARYLEAH NEEDLES
Maryleah Needels is a Lactation Support Specialist for Women’s and Children’s Services and has been with NorthBay Healthcare since 2017. Maryleah’s colleagues describe her as a dedicated and hard-working employee who continuously goes above and beyond to help others. She has improved patient outcomes through her collaboration across shifts and disciplines even beyond the walls of the hospital. Her passion for providing lactation support and education is infectious and empowers others.

MICHAEL NELSON
Michael Nelson is an Emergency Department Tech and has been with NorthBay Healthcare since 2014. Michael was nominated for his superior work ethic, positive attitude, and compassionate care he provides to both patients and colleagues. His friendliness is contagious, and he leads by example. In stressful situations, Michael brings both technical competence and grounds the team through emotional stability. His colleagues say he is the "Best of the Best.”

NOEL ORIBELLO
Noel Oribello is a Clinical Nurse III in Perioperative Services and has been with NorthBay Healthcare since 2006. His colleagues nominated Noel because he is well-respected and provides exceptional, safe, and compassionate care. He is a team player and has a contagious positive attitude. Noel is incredibly caring, a good listener, and he goes above and beyond for his patients and colleagues.
DAISYs Blossom in 2019

The DAISY Award for Exceptional Nurses is an international nursing award that celebrates extraordinary nursing skills and compassionate care. The family of J. Patrick Barnes, who died of complications of an auto-immune disease, was so overwhelmed with the care and compassion he received from his nurses, they created the DAISY Foundation and award program. DAISY is an acronym for Diseases Attacking the Immune System to honor Patrick’s memory. NorthBay awarded five DAISY Awards this year to recognize our nurses for their exceptional care and dedication to our mission, vision, and values.

Tiffany Song
NBMC Intensive Care Unit

Tiffany was nominated by the son of the patient, who admired her competence and care for his mother. “While so many of the nurses that treated my mom were attentive and caring, it was Tiffany’s exceptional attention to detail that stood out… Most any nurse can carry out the technical, medical necessities of care. But care, real, genuine, honest care is best exemplified by a nurse like Tiffany Song.”

Nora Maligaya
WH Intensive Care Unit

Nora was nominated by a grandson of a patient for her compassionate care and calming demeanor. “Nora goes the extra mile to provide holistic care… She speaks in a manner that makes her patients feel calm. She is one of the most exemplary nurses I’ve ever met… Nora is one of the few extraordinary ones and is truly deserving of this award.”
MacKenzie Anderson
NBMC Labor and Delivery

MacKenzie was nominated by a patient for her compassion and empathy. “MacKenzie is the kind of nurse every mother wants to have in her room during labor and delivery... I could tell she truly cared about my baby and my outcomes... Thank you MacKenzie, for holding my hand and helping me through one of the most important and scariest days of my life... Your compassion, empathy and attitude helped me get through to the other side and I'm loving motherhood because of you.”

Isabelle Johnson
WH Acute Care Unit 1West - 2 West

Isabelle was nominated by a colleague for the compassionate care she provides to both patients and colleagues. “Isabelle brings her leadership, humor, and compassion to everything she does... Isabelle had the idea to create a care package that she named ‘Brighten-a-Day Bag’ for every new patient who is diagnosed with cancer and begins treatment on our unit... When presented to patients, the bags have been met with gratitude and sometimes tears. Isabelle is an amazing nurse that we are proud to call one of our own!”

Christine Aye
WH Intensive Care Unit

Christine was nominated by the mother of a patient for her competence and collaboration. “We immediately knew that Christine was very friendly, knowledgeable and able to explain everything we needed to know is a way we were able to understand... Christine was obviously an expert in her role as my daughter’s nurse, but one thing that sets her aside from other nurses was her ability to include the whole family in the way that she cares for her patients.”
Exemplary Outcomes

“It takes a team of dedicated professionals to ensure we practice to standards in order to work toward reaching our goal of zero harm.”

~ Karen Harris, MSN, RN, CNL
NorthBay Continues to Outperform on Nurse-Sensitive Indicators in 2019

Nurse-Sensitive Indicators (NSI) are defined by the ANA as “measures and indicators that reflect the impact of nursing actions on outcomes.” NorthBay data are benchmarked with the National Database of Nursing Quality Indicators (NDNQI) all hospitals mean comparator. These are reported quarterly. We report four inpatient nurse-sensitive indicators for Magnet. We must report falls with injury and hospital acquired pressure injury (HAPI) stage 2 and above. We chose two others to report from a list of choices. For our 2019 redesignation, we reported catheter-associated urinary tract infection (CAUTI) and central line associated bloodstream infection (CLABSI). In 2019, we began collecting data on other potential indicators, such as hospital acquired C. difficile and MRSA.

To outperform, a unit must be better than the benchmark (below the benchmark for NSI) for the majority of the quarters (5 out of the past 8 quarters). To outperform as an organization, at least 50% of the units must outperform. NorthBay is outperforming in all of these NSIs through 2019.

<table>
<thead>
<tr>
<th>Benchmarks</th>
<th>Falls with injury</th>
<th>HAPI stage 2+</th>
<th>CLABSI</th>
<th>CAUTI</th>
<th>Device related HAPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ = met</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>X = not met</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n/a = measure not available in that area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACU 1600/1700</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>ACU 1800</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ACU 1West - 2 West</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>NBMC ICU</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>WH ICU</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>MBU</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>NICU</td>
<td>✓</td>
<td>n/a</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Overall</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Early in the year, NorthBay Healthcare’s Nursing Quality Committee and Hospital Acquired Infection Committee honored outstanding efforts to reduce and prevent hospital-acquired conditions at NorthBay Medical Center and VacaValley Hospital. Each of the units received certificates to hang on the wall noting the number of days they have gone since their last CLABSI or CAUTI. Many of the units had gone years without a CLABSI or CAUTI. Vascular Access was awarded for a 67% reduction in CLABSI events from 2017 to 2018. Wound Care was honored for a 20% reduction in HAPI events from 2017 to 2018. The group plans to track and honor units with new Safety Star certificates on an annual basis to recognize groups of nurses and other care partners for their contributions to our organizational priority of zero harm as a high reliability organization.

EXEMPLARY OUTCOMES

Safety Stars Shine for Patient Outcomes

Magnet Champions recognize groups of nurses for their contributions in addressing strategic organizational priorities. The Magnet Champions recognized ACU 1800 for their decrease in falls with injury. As of 2nd quarter, ACU 1800 switched to outperforming on the measure, meaning they were below the national average for falls with injury at least five out of the past eight quarters.
In 2019, NorthBay Healthcare switched vendors for the inpatient side from Press Ganey to National Research Corporation (NRC), following the ambulatory vendor change in the middle of 2018. The switch to NRC allows NorthBay to collect patient responses in all nine potential Magnet categories compared to the six categories we collected previously. New categories that we began collecting in 2019 include Patient Engagement, Safety, and Service Recovery.

NorthBay patients’ responses are benchmarked against the NRC All Hospitals database comparative mean. NorthBay reports on four of these categories for both the inpatient and ambulatory measures.

To outperform, a unit or clinic must be better than the benchmark (above the benchmark for patient satisfaction) for the majority of the quarters (5 out of the past 8 quarters). To outperform as an organization, at least 50% of these units or clinics must outperform. NorthBay is outperforming in almost all of the patient satisfaction categories through 2019.

<table>
<thead>
<tr>
<th>Patient satisfaction categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Courtesy and Respect</td>
</tr>
<tr>
<td>- Patient Engagement</td>
</tr>
<tr>
<td>- Patient Education</td>
</tr>
<tr>
<td>- Careful Listening</td>
</tr>
<tr>
<td>- Responsiveness</td>
</tr>
<tr>
<td>- Safety</td>
</tr>
<tr>
<td>- Pain</td>
</tr>
<tr>
<td>- Service Recovery</td>
</tr>
<tr>
<td>- Care Coordination</td>
</tr>
</tbody>
</table>

### Benchmarks

- ✓ = met
- X = not met
- n/a = new measure, not enough data

<table>
<thead>
<tr>
<th></th>
<th>Inpatient Overall</th>
<th>Ambulatory Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Courtesy and Respect</strong></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Patient Engagement</strong></td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Patient Education</strong></td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td><strong>Careful Listening</strong></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Safety</strong></td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Pain</strong></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Service Recovery</strong></td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Care Coordination</strong></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
NorthBay Healthcare hosted the 6th annual Evidence-Based Practice and Research Conference. The 2019 theme was “Attain, Engrain, Sustain: The Pathway to Implementation Science.” The conference provides an opportunity close to home to discover best practices and disseminate research findings, evidence-based practices, and quality project improvements. There were 130 attendees in 2019. Many NorthBay nurses presented at the conference (see 2019 Nurse Dissemination table on page 29).
Resources at Our Fingertips

NorthBay offers a variety of resources to assist nurses and other employees in advancing practice through quality improvement, evidence-based practice, and research. The Library Resource Center, available through NorthBay’s internal SpareSpace website, provides a centralized location for online resources. NorthBay nurses and other healthcare professionals can embrace clinical inquiry through a number of bibliographic databases and journal subscriptions. Point-of-Care resources such as Lippincott Advisor and Procedures, ClinicalKey, and UptoDate provide quick reference resources to ensure patients receive current evidence-based care. The website also provides links to specialty guidelines, healthcare organizations, and professional association websites. The resources are evaluated annually by nursing experts in the Nursing Education and Clinical Practice Development Department and the EBP and Research Council to ensure these resources are meeting the Northbay’s needs.

Fellows Pave Way to Improved Outcomes

The Evidence-Based Practice (EBP) and Research Fellowship Program develops clinical nurses and other PCS team members through an intensive mentorship program. The program aims to develop leadership and problem-solving skills by exploring how to develop, implement, and evaluate an EBP project or conduct a research study. Fellows have the opportunity to lead changes to improve clinical practice, patient outcomes, and system processes through their Fellowship work. In 2019, three nurses participated in the Fellowship Program. A brief description of their work can be found below.

Minette Rillon – Completed in 2019

The National Early Warning Score (NEWS): A track-and-trigger system for clinical deterioration

EBP project to compare the current practice of using a modified version of an early warning system tool to another validated tool to identify inpatient clinical deterioration. The RRT Rounders trialed the scale on ACU 1800 and ACU 1West – 2West. Results from this EBP project will be reviewed in 2020 to determine if we should revise this existing practice.

Karen Morin – Ongoing in 2020

Improving Early Mobilization in Hospitalized Patients

EBP Project to implement a protocol for early mobilization of acute care hospitalized patients using a validated tool. The Bedside Mobility Assessment Tool (BMAT) assesses patient’s mobility and guides appropriate selection of equipment.

Lisa Torgerson – Ongoing in 2020

Utilizing Gamification to Increase Knowledge in Nurses

EBP Project to compare the efficacy of gamification versus computer-based training as a learning modality on falls risk assessment knowledge in newly-hired nurses during nursing service orientation.
Projects Keep Institutional Review Board Busy

NorthBay’s Institutional Review Board (IRB) reviews research involving human subjects within NorthBay Healthcare to ensure any potential risks to human subjects are minimized. The IRB also has oversight of all nursing EBP or QI projects from the EBP and Research Fellowship or student projects. Many of these projects go through an expedited review process with members of the Nursing Education and Clinical Practice Development Department. Nurses, Elisa Jang and Julian Gallegos, sat on the IRB as voting members in 2019. JoAnn Munski and Natalie Correll-Yoder serve as alternate nurse members in the absence of a nurse representative for IRB meetings.

In 2019, the IRB reviewed six nursing EBP and QI Projects for the EBP Fellows and NorthBay nurse graduate students. Topics included:

- National Early Warning System for clinical deterioration recognition
- Respiratory Distress Observation Tool for non-verbal dying patients
- BMAT for early mobilization
- Scott Triggers Assessment Tool for pressure injury risk in the OR
- Recognizing and treating maternal sepsis
- Implementing a PACU reference binder in the Ambulatory Surgery Center

Digging for Dinosaurs Contest Promotes Best Practice

Every year, the EBP and Research Council facilitates a contest to encourage clinical inquiry. “Digging for Dinosaurs” refers to identifying a tradition or routine practice that is performed without any thought about why the task is being performed. We do it “because we’ve always done it that way.” In 2019, there were a total of 18 submissions from nine different departments. Three winners were chosen based on their use of the literature to describe how the practice is not evidence-based.

**Angela Hokanson**
NBMC ED
Patients ordered NPO after midnight before a procedure

**Samantha LaBare**
2 North
C. diff lab test to expedite patient isolation removal

**Katrina Boss**
NBMC ICU
Use of CVP to determine fluid status or responsiveness
2019 NURSE DISSEMINATION

Sharing our Journey: Strategies to Shape and Sustain Nursing Shared Governance
Elisa Jang, MS, RN, CNS
JoAnn Munski, MSN, RN, CNS
MCCN Webinar
January, 2019

Therapeutic Hypothermia/Target Temperature Management
Greg Hervey, MSN, RN, CNL, CEN
Clinical Nurse Leader Summit
February, 2019

Engaging Teams to Own Their Practice
Katie Lydon, MSN, RN, NE-BC, CPXP
East Bay ACNL Meeting
March, 2019

Early Progressive Mobility in ICUs: What Does the Evidence Tell Us and the NorthBay Experience
Natalie Correll–Yoder, MN, RN, CCRN, CCNS; Shelley Johnson, DNP, MHA, RN, CENP, CNL; Ellen Tortorete, MSN, RN, CCRN
Mobility is Medicine Workshop
May, 2019

Dealing with Ethical Issues at the Bedside: The Journey to Moral Resilience
Natalie Correll–Yoder, MN, RN, CCRN, CCNS
AACN National Teaching Institute and Critical Care Symposium
May, 2019

Proactive Rounding: The ICU Nurse Consultant in the Acute Care Setting
Natalie Correll–Yoder, MN, RN, CCRN, CCNS
AACN National Teaching Institute and Critical Care Symposium
May, 2019

Who Gets to Decide: Determining Patient and Surrogate Capacity for Medical Decision-Making
Natalie Correll–Yoder, MN, RN, CCRN, CCNS
AACN National Teaching Institute and Critical Care Symposium
May, 2019

Nurse-Driven Protocol for Volume-Based Enteral Feeding
Jennifer Veler, MSN, RN, CNL, CCRN
NorthBay Annual Evidence-Based Practice and Research Conference
August, 2019

Practice Busters: Myth, Legend, and Facts
Natalie Correll–Yoder, MN, RN, CCRN, CCNS; Brian Johnson, BSN, RN, CEN, CPEN; Lisa Torgerson, MSN, RN, PCCN; Annette Tuotagaloa, MSN, RN, CNS
NorthBay Annual Evidence-Based Practice and Research Conference
August, 2019

Readmission Rates and Quality of Life for Patients Attending Cardiac Rehab
Margarita Erb, RN-BC
NorthBay Annual Evidence-Based Practice and Research Conference
August, 2019

Dealing with Ethical Issues at the Bedside: The Journey to Moral Resilience
Natalie Correll–Yoder, MN, RN, CCRN, CCNS
Napa Valley AACN Chapter Symposium
September, 2019

Supporting Natural Birth and Decreasing Cesarean Rates
Katie Lydon, MSN, RN, NE-BC, CPXP
CHPSO Webinar
October, 2019

Supporting Natural Birth and Decreasing Cesarean Rates
Katie Lydon, MSN, RN, NE-BC, CPXP
CHPSO Webinar
October, 2019
NorthBay Nurses Pursue Higher Education

The 2010 Institute of Medicine’s (IOM) Future of Nursing Report calls for 80% of registered nurses to hold bachelor’s degrees by 2020, noting the need for higher education in nurses to take care of the higher complexity patients in our healthcare system. NorthBay Healthcare RNs with advanced education continued to increase in 2019. By the end of the year, 87.6% of our RNs had earned a baccalaureate or higher degree in nursing, surpassing this national goal.

Scholarships Support Advanced Degrees

Scholarships are available to help nurses and other healthcare professionals further their education. NorthBay Healthcare partnered with Travis Credit Union in 2019 to award scholarships to NorthBay nurses pursuing advanced nursing degrees at Touro University California School of Nursing. MSN students, April Guther and Minette Rillon, each received $10,000.
Nursing Certifications on the Rise

Specialty certification provides validation of standards of knowledge, skills, experience, and abilities in nursing specialty practice and contributes to better patient outcomes. National certification allows nurses to be recognized for competence in their specialty. By the end of 2019, 34.1% of NorthBay registered nurses held at least one national specialty certification.

OR Nurses Show Their Strength

NorthBay Healthcare’s Perioperative Services earned the CNOR Strong credential from the Competency & Credentialing Institute. The national recognition is awarded to facilities that have 50% or more perioperative nursing staff holding a CNOR certification. CNOR certification requires two years of perioperative nursing experience and validates the specialized expertise of perioperative nursing practice. Those who earn the CNOR credential have greater confidence in their clinical practice, which promotes professionalism and correlates to improved surgical patient outcomes.

Nurses in the perioperative setting have worked to develop a culture of nursing excellence to achieve CNOR Strong. Periop 101 training emphasized the importance of CNOR certification, setting the stage and preparing nurses to sit for the exam once eligible. Department leaders promoted this culture through communication about the benefits of CNOR certification and the Nursing Education Fund certification reimbursement program.

“Staff’s effort to become certified speaks volumes and is a testament to the interns and our staff’s pride and excellence to perioperative nursing.”

~ Nancy Maligaya, MSN, RN, CNL, CNOR; Clinical Nurse IV, OR
Clinical Expertise: Advancement Program Recognizes Outstanding Achievements

The Clinical Nurse III Program allows direct care nurses and other care team members the opportunity to work in an advanced role with specific educational and clinical responsibilities. In 2019, there were 100 total participants including 95 nurses, three Respiratory Care Practitioners, and two technicians. In 2020, NorthBay is launching a new Clinical Advancement Program to further recognize advanced educational preparation, certification, clinical expertise, and involvement in NorthBay activities.

Starting Our New Nurses Off Right

During the second part of 2018, the Nursing Education and Clinical Practice Development Department expanded to include Nursing Education Specialists (NES’s). The Orientation Program Coordinator NES, Geraldine Rimando, assessed the current state of orientation and transition of newly-hired nurses into the nurse practice environment at NorthBay. She presented her findings to her colleagues, and a Nursing Services Orientation Workgroup was created to drive the orientation process.

Beginning in 2019, the NES’s revised Nursing Services Orientation (NSO) content. NSO offerings increased to twice per month in order to accommodate the increase in hiring with a new unit opening and to promote effective onboarding.

The revamped NSO content:

- Incorporated feedback from surveys and unit learning needs assessments
- Included content to reflect different service lines
- Incorporated content to address quality and survey findings
- Ensured regulatory requirements are met

The acute care units standardized basic orientation materials for ACU 1600/1700, 1800, and 1West—2 West with additions based on each unit’s specialty population. The ACUs also implemented an orientation touch base meeting modeled after the successful ICU model. Touch base meetings are scheduled with the newly-hired nurse, preceptor, unit manager, and an education department representative. The purpose of these meetings is to evaluate the effectiveness of orientation, determine progress of the orientee, and adjust the process based on the newly-hired nurse’s individualized needs.
TSAM: An Innovative Strategy to Orientation

In May, NorthBay trialed Mayo Clinic’s Tiered Skill Acquisition Model (TSAM) to effectively transition clinical nurses into the nurse practice environment. It was then permanently implemented in July 2019 for all ACU orientees. TSAM is an evidence-based orientation model that treats preceptor and orientee as “one,” a concept referred to as “hip to hip.” This is in contrast with the model that the preceptor takes two patients and the orientee takes two patients, for instance. The orientee takes the full patient load/assignment with the preceptor but is expected or is responsible to complete certain skills within the tiers. The orientee starts with simple tasks and progresses up to the next level or tier after completing all the goals or mastering skills for that tier. The orientee observes or assists the preceptor for goals/skills in higher tiers. A lower tier may involve taking vital signs, assessments, and documentation for the entire patient load. A higher tier may involve complex tasks such as patient discharge.

The advantages of using TSAM include:

1) Orientee exposure to different diagnoses, clinical experiences, procedures
2) Orientees learn time management and prioritization from the beginning
3) Allows individualization of orientation as orientees can progress through the tiers based on the orientee’s knowledge and performance

The Model:
- Preceptor and orientee are paired together for each shift with a full clinical assignment
- Clinical orientation is organized in tiers based on skill acquisition from simple to complex
- Orientee gradually assumes more responsibility based on advancing through the tiers of skills
- Preceptor and orientee have scheduled professional time away from patient care for focused learning and reflection
Maureen Allain was named as a Hometown Hero by Travis Air Force Base after being nominated by NorthBay Healthcare for her role as cofounder of NorthBay Nurse Camp. Hometown Heros are chosen for their positive impact within their local communities. Maureen was honored with other Hometown Heros during the 2019 Thunder Over the Bay Air Show in March.
NorthBay Nurse Camp Celebrates 15 Years

NorthBay Nurse Camp celebrated its 15th anniversary this year with its first ever Nurse Camp Reunion. Nurses, Maureen Allain and Mary Hempen, began Nurse Camp and Nurse Academy in 2004. At the time, the industry appeared headed for a major nursing shortage. Maureen and Mary sought to create a fun and educational experience to highlight nursing practice and recruit local youth into the nursing profession. What began as 25 local high school students in a three-day camp has now morphed into a coveted yearly four-day event with experiences ranging from birthing simulations to sitting in a critical care transport helicopter.

Approximately 20 NorthBay nurses act as Nurse Ambassadors for the Nurse Academy program each year. These nurses share the profession with youth at local schools and facilitate activities in their area of expertise during Nurse Camp. Mary retired in 2012 and Maureen continues to lead the program with the help of Laurel Nielson, Amy Ciraulo, and Donna Dabeck. In addition to promoting the nursing profession and empowering youth within our community, Nurse Camp has had a profound impact on the NorthBay Nurse Ambassadors. Participation in Nurse Camp renews enthusiasm for nursing and promotes collaboration across departments.

“\[I believe in community involvement and the positive impact we can have on the youth of our community...These programs are helping us cross bridges and make connections. And improved nurse-to-nurse interactions in turn helps us to better care for our patients.\]”

~ Maureen Allain, RN, CCRN

Since its inception, 468 students have completed Nurse Camp. Over 20 are now nurses with more working on their nursing education. Many others now have careers in the medical field. Nurse Camp also helps NorthBay recruit. Nurse Camp graduates later hired as NorthBay nurses include Jimmy Palmer, Elizabeth Goodreau, Loraine Dinis, and Alyssa Haddox.
CNLs Lead the Way to Improved Outcomes

After patient outcome successes related to the CNL role in Women’s and Children’s Services and ICU in 2018, the CNL role expanded to include the Acute Care Units in 2019. With a focus on the microsystem, CNLs are advanced generalists at the point of care. According to the American Association of Colleges of Nursing, CNL competencies include those of expert level clinician, outcomes manager, educator, advocate, information manager, system analyst, risk anticipator, team manager, and lifelong learner. In 2019, CNLs continued to lead the HAI workgroup to decrease C. diff, CLABSI, and CAUTI throughout the hospital. With newly dedicated roles in the ACUs, CNLs were able to make a noticeable impact on the already decreasing HAI levels.

The impact of the CNL role can be seen with downward trend in ICU HAI s since having a dedicated CNL. After the 1West-2 West CNL began in March, 2019, there were only two C. diff infections compared to eight in the first quarter and one CLABSI. After the 1600/1700 CNL started in May, 2019, there were only two C. diff infections compared to five in the first part of the year and only one CAUTI compared to two. The 1800 CNL began in November, 2019.
Partnering to Staff Right

The year started with a huge influx of patients at levels much higher than normal seasonal volumes. These high volumes continued beyond the normal timeframe into May. Code Capacity became a daily occurrence with patients requiring inpatient beds often outnumbering the number of available hospital beds by dozens. Team members worked tirelessly to meet the increased patient need. Nursing leaders from the bedside to administration knew something must be done to ensure adequate staffing to meet the needs of our community.

Staffing matrices, designed in 2018, continued to be revised throughout 2019 based on feedback to ensure the right complement of staff would be available to care for patient needs. Nursing managers partnered with their teams to conduct panel interviews to fill positions with candidates that would be a good fit both in skill set and NorthBay values.

The Nursing Education and Clinical Practice Development Department collaborated with nursing leaders to adjust quarterly unit-based training and other educational classes to dates outside of the annual seasonal surge in order to ensure nurses and other team members would be available to care for patients during these times. For the upcoming year, performance review dates were pushed into the second quarter of the year instead of occurring in March.

Overtime and missed meal/rest trends demonstrate the power of leadership from the bedside to managers, directors, and the CNO to advocate for change to improve care. These transformational leaders were able to come together to ensure we had the right complement of staff to provide excellent patient care and also provide the much needed respite for our team.
Care Coordination
Preparing the Team to Open the North Wing

Before opening our newest addition, NorthBay Medical Center underwent Day-in-the-Life drills to test staff, departments, and workflows assigned to the new North Wing. Over 30 scenarios were simulated during two days in August. The entire interdisciplinary team was engaged in scenarios with the use of mannequins and volunteer patients. Examples included Code Stroke, RRT, stat meds delivered through the pneumatic tube system, post-partum hemorrhage requiring emergent hybrid OR access, Code Blue, full trauma activation, security response to a fight in the 2 North waiting room, major blood spill clean-up, Massive Transfusion Protocol, Malignant Hyperthermia, and much more. The team identified over 230 opportunities the first day to improve paths of travel, supply availability, communication between departments, and a variety of others. These opportunities were sorted and assigned to department leaders or the construction project team. None of the opportunities identified would cause a delay in opening the North Wing. Day-in-the-Life drills helped ensure a successful integration of the North Wing.

Enterprise Visibility Connects the Dots

In December 2019, Enterprise Visibility was incorporated as a tool to improve care coordination across the continuum by providing a real time quick overview of patient care information and room status. Room color and patterns allow the viewer to quickly identify the type of patient, such as inpatient, outpatient, or observation; discharge status; and room characteristics, such as isolation, cleaning status, or being held. Icons allow the viewer to see patient location or attributes and can communicate clinical alerts related to acuity or individualized needs. The Enterprise Visibility system can help improve patient satisfaction and care coordination through decreased workload, enhanced communication, and more efficient transfers and throughput. Improved communication and patient placement tracking means fewer interruptions to those providing direct patient care, promoting staff satisfaction and improved patient safety.
Daily Safety Briefing Removes Barriers

Hospital-wide Daily Safety Briefing calls began in May 2019 to help NorthBay focus daily on proactively becoming highly reliable with the goal of causing zero harm. The calls occur daily Monday through Friday at 9:40am. The briefing reviews mission critical safety items, so barriers to care can be identified and removed immediately. Operational leaders provide quick status reports including the Administrative Coordinator, Nursing Directors of patient care departments, Infection Prevention, Employee Health, Care Management, Pharmacy, Diagnostic Imaging, Laboratory, Rehab Services, Nutrition Services, Supply Chain, Information Technology, Security, Environmental Services, Facilities, and Biomedical. Reports include clinical indicators like days since last serious safety event, fall, and HAI; patient volume and census; number of procedural cases; critical events over the last 24 hours; patient hotspots; discharge issues; staffing, medication or supply shortages; and IT or equipment issues. The Daily Safety Briefing helps to improve communication and care coordination across operational departments and has been helpful to remove barriers for nurses and other team members. Examples include supply shortages rectified real time, expedited biomedical repairs, and enhanced communication about downtime periods and other patient safety issues.

I-PASS Tool Promotes Effective Hand-off

The Interdisciplinary Hand-off goal directed workgroup in Shared Governance met from 2018 to 2019 to improve interdisciplinary hand-off communication throughout NorthBay Healthcare. The group completed and reviewed AMP observations to identify common areas of opportunity and identified barriers to effective communication at hand-off. The group completed an assessment of the various tools in the organization and searched the literature for evidence-based tools and best practices regarding hand-off communication. After comparing tools, the group decided to trial the I-PASS tool for interdisciplinary handoff. I-PASS stands for Illness severity, Patient summary, Action list, Situation awareness and contingency plan, and Synthesis and receiver. Using this framework, the group identified required items to incorporate for each of these categories and created a standardized NorthBay tool. 1West—2 West trialed the tool in August, which received positive anecdotal feedback with many rapid cycle improvements to the tool. Ongoing work on refining to tool by department will occur in 2020.
NorthBay Community Outreach

NorthBay nurses actively participate in community outreach through a variety of NorthBay programs including Trauma, Stroke, Chest Pain, and Nurse Academy. In 2019, nurses participated in wellness and benefits fairs, community festivals, public health education events, community healthcare drills, and support groups to provide education to improve the health of our community. Some of these topics included stroke and heart disease awareness and prevention, coping and care after a stroke, hands only CPR, Stop the Bleed, fall prevention, and driving under the influence awareness.

In 2019, NorthBay was recognized by the Magnet Program Office for support of clinical nurse involvement in the community. Clinical nurses in the Nurse Ambassador program frequent area middle and high schools to discuss health care career development. Clinical nurse Alex Bullock is actively involved in many of the heart disease community events while Kristine Agustin facilitates the Stroke Support Group. Jennifer Veler partners with fellow employees and volunteers at the NorthBay Blood Drive.

Hospice and Bereavement Team Raises Awareness

The NorthBay Hospice and Bereavement team took part in the My Hospice Campaign to raise awareness about hospice, debunk myths, and reinforce the value of hospice care. The team used the hashtag #MyHospice to share their stories about the compassionate care they provide to patients in our community.
The World Health Organization named 2020 the International Year of the Nurse and Midwife, recognizing the critical role of nurses to provide healthcare globally. 2020 also marks the founder of modern nursing, Florence Nightingale’s 200th birthday.

150 years ago, in 1870, Florence said it would take 150 years for the world to see the kind of nursing she envisioned. Florence would be proud of the progress we have made. At NorthBay, we exemplify that vision. We are highly educated professionals using evidence to drive our practice, calling upon our clinical expertise, and remaining focused on the patient and family as the purpose of our work.

2020 is supposed to be a year of clear vision and endless possibilities as we begin a new decade. We, NorthBay, continue to strive for excellent, safe care no matter what comes before us. Our organization is resilient as evidenced by our ability to be knocked down by the adversities of life and come back at least as strong as before. I think you will find 2020 a perfect example of our resilience.

Sincerely,
Traci Duncan, DNP, RN, NEA-BC
Report Contributors

Shared Governance Department Based Councils | Maureen Allain | Diane Barney
Debbie Burns | A’shya Cabral | Amy Ciraulo | Traci Duncan | Dan Fowler
Harold Glenn Jr. | Courtney Howell | Elisa Jang | Leah Kuchta | Nancy Maligaya
Laurel Nielson | Brenda Roerden | Geraldine Rimando | Kortney Sanchez | Jennifer Tudor
NorthBay Nursing Vision Statement

The vision of nursing practice at NorthBay Healthcare is to be a nationally recognized leader in the provision of quality, safe patient care and to be a preferred organization for professional nurses.