

Denver Health Special Nursing Annual Report



150 Years of Level One Care for ALL



**Denver Health has
1,351 Nurses**

Leading the Way for Nurses

It is my great pleasure to serve as Chief Nursing Officer for Denver Health. We are a team of more than 1,300 nurses and nursing staff who pride ourselves on effectively caring for all populations of patients and families, demonstrating a love for nursing and a commitment to working together as an inter-professional team. We serve 33 percent of Denver's population, assist in the delivery of 37 percent of Denver's babies, and care for 40 percent of Denver's children.

We established our roots in training nurses as a nursing school that first opened in 1887. To this day we continue to train many of the future nurses of Colorado, providing more clinical sites for student nurses than any other health care facility in the state.

A Look Back at 2009

Nursing is alive and well at Denver Health!

Last year was filled with many accomplishments for nursing. We revitalized our Magnet facility journey, with our goal to become part of the five percent of health care systems in our nation known for excellence in nursing practice and outcomes.

The prestigious Magnet designation will validate our transformational leadership processes, our healthy work environments, and our inter-professional partnerships. Through our various councils, committees, organizational connections, and our LEAN quality model we are integrating patient safety, clinical effectiveness and patient- and family-centered care while enhancing efficient health care operations.

Nurse-sensitive quality outcomes at Denver Health are benchmarked with more than 1,000 hospitals nationally through the National Database of Nursing Quality Indicators (NDNQI).

Through the use of 65 unit-based champions, we maintained a Hospital-acquired Pressure Ulcer rate lower than the NDNQI benchmark. We expanded our efforts to reduce our inpatient fall rate by implementing an evidence-based "hourly



Kathy Boyle, RN, Ph.D.

rounding” project on medical-surgical units, and an “Xtreme Falls” program in the intensive care units.

We completed our Nursing Shared Leadership Model and are strengthening the connections between all nurses and non-nurses at Denver Health. We are participating in a Health Resources and Services Administration (HRSA) grant to support Frontline Nurse Leader Development. Forty-seven nurse managers and program managers from all areas of care are being coached on projects by 45 Denver Health leaders. Eighty percent of these coaches are from departments outside of Nursing.

The financial performance of the Nursing department has improved through the efforts of all nurses to maintain new productivity standards. The results included a significant reduction in overtime and a reduction of agency use from \$5.5 million in 2008 to \$1.26 million in 2009 (77 percent decline). Projection of an accurate nursing budget for 2010 was completed in late 2009 through the diligent efforts of nursing leaders and the strong support of the Finance department.

Making a Difference

In closing, I would like to reflect on the difference that each of our nurses and nursing staff makes in the lives of our patients and their families.

Over the course of 2009, conservative estimates indicate that each Denver Health nurse worked with an average of 15 patients per week (one nurse to five patients). Each patient may have a minimum of two visitors, so two visitors times 15 patients per week is 30 visitors. When you add these together, that makes 45 people that each nurse might affect every week. Then you multiply that by 48 weeks per year, (assuming four weeks of time off), the annual total is 2,160 people served by one nurse. Over the course of a 35 year career, the total is 75,600 people served by one nurse.

Isn't it amazing to reflect on the broad influence of nurses, how many lives are touched, and how many families remember “their Denver Health nurse?”

Nursing is alive and well at Denver Health, continuing to affect patient outcomes and provide high quality care as we move through our 150th year of Level One Care for ALL!

Kathy Boyle, RN, Ph.D.
Chief Nursing Officer

Denver Health Nurses are Well Educated

- **573** nurses have higher education degrees
- **49** nurses have Masters degrees
- **205** nurses have Associate degrees
- **6** nurses have Doctorate degrees
- **334** nurses have BSN/BA degrees



March to Magnet

A Magnet Organization is one that has been officially recognized by the American Nurses Credentialing Center as a facility that has demonstrated excellence in nursing services. There are very specific criteria that must be met, and often exceeded, in order to receive this very prestigious recognition.

Magnet designation — considered the nation's gold standard for nursing quality — is based on the five Model Components — Transformation Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge Innovation and Improvements, and Empirical Outcomes.

Magnet organizations emphasize high-quality patient care, clinical autonomy and responsibility, encourage professional development, and have high levels of staff satisfaction.

The process to become a Magnet organization takes not only a number of years to accomplish, but also total dedication by all staff, especially nurses, to strive for continuous improvement and innovation throughout the organization.

The process of gathering the required evidence and preparing documentation for the award is a long journey requiring tireless efforts by a large team of nurses and other staff.

The Denver Health Magnet Journey

With support and commitment from Nursing Leadership, Denver Health first began exploring the possibility of becoming a Magnet organization in 2004.

In 2005, the Nursing department created several focus groups based on Magnet Standards. These groups, chaired by Magnet Steering Committee members, met monthly and focused on understanding the standards and criteria of a Magnet organization. Nurses also began participating in multidisciplinary Rapid Improvement Events and Black Belt training.

In addition, work began on identifying nursing outcomes, quality of care and organizational enhancements. The department also began using national benchmarking for nursing quality indicators, and began shared leadership/governance and professional practice models.

Also in 2005, the Nursing department received a research



grant — the first research grant ever received by the Nursing department — from the Agency for Healthcare Research and Quality for a research symposium. At the same time, Denver Health’s Staff Nurse Council was established.

The following year, the clinical nurse ladder was developed, which has since become known as the Nursing Professional Clinical Advancement Program, or ProCAP. Simultaneously, a Customer Service Steering Committee and several evidence-based practice champion programs including the Restraint Task Force and the

Pressure Ulcer Prevention Performance Improvement, or PUPPI, team were developed. In addition, the Shared Leadership/Governance model, complete with roles and responsibilities, was created.

Throughout 2008 and 2009, the Nursing department began using unit level data dashboards and bull’s eye targets to track and communicate nursing quality indicators, implemented performance improvement unit boards and continued to attract nurses to the Magnet goal.

Denver Health is well on its way to Magnet status!

What it Means for Denver Health to be Magnet

- ***Consistent top performer***
- ***Excellent patient outcomes***
- ***Quality time spent at the bedside with patients and families***
- ***Short length of stay for patients***
- ***Low patient mortality***
- ***Safe, high quality environment***

- ***Increased nurse retention and recruitment***
- ***Low rates of nurse burnout***
- ***Increased job satisfaction***
- ***Increased patient satisfaction rates***
- ***Innovative work place with empowered nurses***



Working Collaboratively to Improve Care

The Denver Health Staff Nurse Council was established in 2005 as an interdepartmental, shared leadership, registered nurse group. This group represents all patient care areas throughout Denver Health.

The Council meets regularly to consider, discuss and provide feedback on issues that impact Denver Health nurses, their professional practice, areas and departmental operations.

Based on consensus of the group, Staff Nurse Council makes recommendations to the Chief Nursing Officer, Nursing Administration and Hospital Administration. The Council also develops and implements action plans to accompany recommendations following the appropriate approvals.

The ultimate goal of the Council is to provide a forum for communication, collaboration and problem-solving that influences patient care and professional clinical practice.

The Council also serves as the primary forum to address professional nursing shared-governance issues.

Staff Nurse Council also provides grassroots support for new policies, regulatory compliance issues, and practice changes at the patient/bedside staff nurse level.

Occasionally, Staff Nurse Council invites representatives from other disciplines within the Denver Health system as guests to work with the members on special projects.

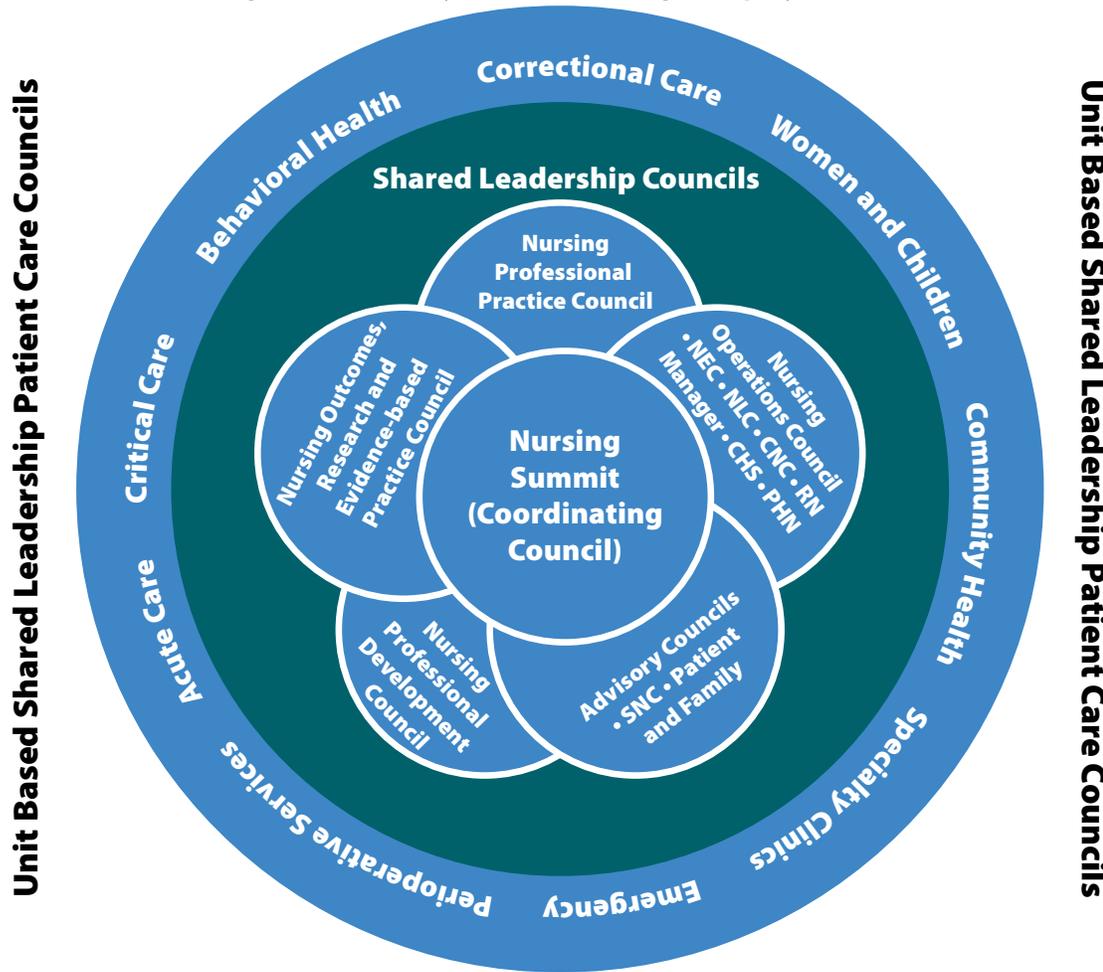
“The Staff Nurse Council has been instrumental in developing the Denver Health Philosophy of Nursing,” said Kathy Boyle, RN, Ph.D., chief nursing officer. “Nurses throughout the Denver Health system have come to rely on their Staff Nurse Council colleagues to provide guidance in the operations of the Nursing Department as well as the advancement of patient care throughout the organization.”

Staff Nurse Council Agenda Items

- **Unit resource and supply availability**
- **Building and expansion projects**
- **Recycling/green programs**
- **Nurses’ work environment**
- **Workplace violence**
- **Patient safety and regulatory compliance**
- **Recruitment and retention**
- **Health care legislation**
- **National Nurses Week**
- **Uniform Standardization**

Denver Health Nursing Shared Leadership Model

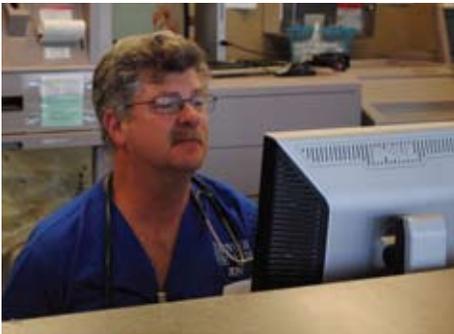
Providing Patient- and Family-centered Care through Exemplary Professional Practice



Department of Nursing Vision
As nurses, we are dedicated to providing excellent care and optimizing health and healing through the collaboration of inter-professional teams that support patient, family and community centered care.

Department of Nursing Values

Challenging, satisfying and compassionate work • The diversity of the team, patients and families that we serve • Being a valued member of an inter-professional team • Autonomy, professional development and leadership
• Healthy, safe work environment



Nursing in an Integrated Health Care System

As a comprehensive, integrated organization with multiple components, Denver Health provides unique career opportunities for all types of nurses.

Denver Health nurses work in every facet of the organization including the 477-bed acute care hospital, the Rocky Mountain Regional Trauma Center, Denver Public Health, Behavioral Health, eight Community Health Centers, 12 School-based Health Centers, the Rocky Mountain Poison and Drug Center, NurseLine, Denver CARES and Correctional Care.

As part of the Trauma Team, highly skilled, specially trained nurses work collaboratively with Emergency Medicine physicians and surgeons to ensure that Denver Health continues to have the best trauma survival in the country.

Nurses play an essential role in each of the eight Community Health centers, caring for patients and conducting health education programs, disease prevention classes and nutrition presentations.

Nine of the 12 School-Based Health Centers are run by advanced practice nurses (APNs) who provide primary care for students. APNs work hand-in-hand with the

school nurse, school administration, teachers and parents to provide general primary care, mental health service and health education for the students.

Nurses in the Denver Metro Tuberculosis Control Program, a division of Denver Public Health, provide TB diagnosis, treatment and prevention services for Adams, Arapahoe, Denver, Douglas, Boulder, Broomfield and Jefferson counties. Eight nurses and 10 clinical staff members provide services for the majority of the active TB cases in the State of Colorado. TB Nurses care for and educate patients from more than 20 different countries, speaking nearly as many different languages. Despite cultural barriers, completion of treatment is accomplished in more than 95 percent of patients.

Specially trained nurses at the Rocky Mountain Poison and Drug Center (RMPDC) answer calls from five states, handling most minor poisoning emergencies by telephone, thereby preventing costly Emergency Room visits. These nurses, along with those answering calls on Denver Health's NurseLine, manage calls ranging from accidental exposures to potentially poisonous substances, to calls from health care professionals needing consultation on complex cases. More than 120 nurses work at the two



call centers and are responsible for managing more than 600,000 calls annually. These nurses promote the right kind of care at the right time and at the right location thereby advancing effective utilization of health care resources and facilities.

The 13 nurses who work at Denver C.A.R.E.S., Colorado's largest detoxification program, provide non-medical, social-model detoxification and transitional residential treatment for alcohol and substance abuse patients. They strive to provide a safe and humane withdrawal process,

and provide assessment as well as motivational counseling.

Correctional Care nursing is a specialized field that encompasses triage, ambulatory care, inpatient care, public health, patient education, urgent care and emergency response for incarcerated inmates and patients.

Regardless of specialty or work setting, nurses touch the lives of every Denver Health patient. They treat and educate patients and the public about various medical conditions, and provide advice and emotional support to patients as well as to their family members.

A Grateful Patient and Family

"My partner became suddenly and alarmingly ill. He required a great deal of attention over several days in the MICU [medical intensive care unit]."

"We are both deeply appreciative of the very fine care he received. We were consistently struck that despite the challenging nature and volume of the work confronting MICU staff, so many of those who cared for him delivered technically skillful services, and were also such generous conduits of those non-specific-but-essential elements of healing: warmth, personability, compassion, gentle humor and patience, providing explanations, and reassurance."

"What a profound blessing to have such a fine institution and such outstanding professionals here in the heart of Denver."



The Non-Traditional Nurse

Though most people tend to think of a nurse as someone who provides direct patient care, it is becoming more and more common for nurses to apply their experience and skills to other aspects of the health care world.

At Denver Health, nearly every department, from the traditional patient care areas to Risk Management, eHealth Services (IT), Human Resources and Materials Management, benefits from the expertise of nurses.

Facility Planning

Julie Entwistle, manager, Medical Facility Planning, began her nursing career in 1987 working in both acute and intensive care units before becoming manager of a Community Health Center, where she cared for patients for 10 years.

Entwistle took a new position in the Construction/Engineering department in 2008, where she is responsible for assisting in the design and completion of new facility construction.

“The critical thinking and team building skills I developed in nursing are invaluable in working on these construction projects,” explains Entwistle.

Entwistle has been involved in the remodel of Denver Health’s Good Day Café, the remodel of Nursing Administration and the complete renovation of the Emergency Department.

Nurse Recruitment

Nurse recruiters work with nursing managers throughout Denver Health to find the right fit for vacant positions. Nurse Recruiters use their medical skills to conduct insightful interviews to determine if a candidate is a good fit for Denver Health and its unique patient population.

“Our applicants are so impressed that Denver Health thinks enough of nurses to have us working as the nurse recruiters,” says Deborah Losacco. “Having been a nurse myself, I’m able to talk to applicants about their experience, workload and skills necessary to work in specific areas. It’s very helpful for the applicant and it allows us to speak comfortably about what will be expected of them as nurses at Denver Health.”

Materials Management

“I was a clinical nurse for many years before migrating to other aspects of nursing,” says Denise Rosnick, manager of clinical value analysis, Materials Management. “I have

worked as a Case Manager in the clinical setting as well as for insurance and workers compensation carriers. I have worked as an executive director and director of nursing on the brain and spinal cord injury units.

“I believe the various nursing positions I have held allow me to look at products, services and equipment needed in the clinical setting from both the clinical and business perspective. I understand the clinical needs and balance that with the financial aspect. And, with that, I believe this is a job well suited to a nurse. I know I am able to procure only the best for Denver Health.”

LEAN Process Improvement

After many years in the traditional nursing field – two

years at Denver Health as the manager of Inpatient Adult Psychiatry – Nancy McDonald found herself drawn to the power of Denver Health’s LEAN initiative and its impact on quality processes.

McDonald has been a Lean Facilitator – someone who guides and teaches the tools of process improvement through waste reduction – at Denver Health for four years and says that her nursing background has helped her extensively in her new-found career.

“Because of my background in nursing, I can get to the most basic level of a problem more intuitively, and thereby improve processes that ultimately improve patient outcomes,” said McDonald. “Nursing is a tremendous foundation for many of life’s challenges.”



Departments with Non-Traditional Nurses

Critical Care Transport

eHealth Services

Epidemiology & Surveillance

Family Crisis Center

Forensic Medical Facility

Hospital Business Services (Charge Auditor)

Human Resources

Materials Management/Purchasing

Office of Integrity

Patient Safety and Quality

Risk Management

Rocky Mountain Poison and Drug Center

Trauma Services (Trauma Coordinators)

Utilization Management



Climbing the Nursing Ladder – You Can Go a Long Way Baby!

“I don’t know you yet, but I have plans for you,” is what Kathy Boyle, RN, Ph.D., CNO, tells nurses during Nursing Orientation.

She’s not threatening them, or preparing them for a grueling experience. Rather, she is painting a shining picture of the endless possibilities available at Denver Health.

Boyle explains that she would like for nurses to feel as though Denver Health is a place where they can spend their whole career growing, learning and becoming exactly what they want to be.

“We really strive to advance the confidence of our nurses, promote their professional development and encourage life-long learning,” Boyle says.

Nurses are a special breed. For the majority, their chosen work isn’t just a job; it’s a calling. The profession is filled with individuals who are, by nature, caretakers, nurturers and achievers – the type of people who go the extra mile on a consistent basis.

In order to nurture this, a group of dedicated registered nurses from across the continuum of care at Denver Health worked collaboratively with Nursing leadership and Human Resources to develop the Professional Clinical Advancement Program (ProCAP) to reward and recognize nurses for their professional growth and development.

There are four levels of nursing practice in ProCAP, each representing increased responsibility; enhanced clinical knowledge and expertise; greater accountability both individually and by mentoring others; and an expanded role as a clinical resource for patients, families, staff and community.

The program hinges on four core achievement categories – Professional Growth/Education; Clinical Expertise/Certification; Research/PI/EBP; and Nursing Contributions. These core areas act as criteria necessary for nurses to move to the next level of nursing practice.

Each area provides a challenging goal for all nurses, from the experienced nurse ready for the challenges of an expert role, to a new graduate looking for the support of experienced colleagues to enhance their transition into independent nursing practices.

“The development of ProCAP represents a commitment to a shared leadership,” said Lee Ann Kane, director, Nursing Education and Staff Development. “The implementation of the program has represented an ongoing celebration of nursing practice achievements at Denver Health.”

In 2009, more than 175 nurses from departments throughout Denver Health participated in ProCAP. The program produced 75 level three nurses, and 100 level four nurses.



The 4 Levels of ProCAP

The Level 1 RN – All new graduate RNs, as well as experienced RN new hires. RNs remain at Level 1 until the initial competencies related to their job performance are validated. This process may take up to one year for new graduate nurses.

The Level 2 RN – Considered the fully competent staff nurse. Includes RNs who have satisfied the initial orientation competency validation and passed the first performance appraisal. Staff must achieve Level 2, but movement beyond this level is optional.

The Level 3 RN – Considered the clinically competent nurse who is working to develop professional aspects of role. RNs at Level 2 who have satisfied the advancement requirements by accumulating/earning 100-199 points.

The Level 4 RN – Considered to be the expert nurse and includes RNs who have satisfied the advancement requirements by accumulating/earning 200 points or more.



2009 ProCAP Nurse Promotions

Level 4

Joan Adam, 4B
 Lisa Babbitt, 9A
 Kate Banuelos, Surgical
 Intensive Care Unit
 Steven Banuelos, Nursing
 Administration
 Kristen Belina, Medical Intensive Care Unit
 Sherry Bonansinga, Medical Intensive Care Unit
 Rande Brown, Medical Intensive Care Unit
 Jeanette Cachero Miyasato, Surgical Intensive Care Unit
 Eliska Carrera, Progressive Care Unit
 Tina Marie Castillo, Medical Intensive Care Unit
 Elizabeth Chantala, Surgical Intensive Care Unit
 Leigh Clark, Medical Intensive Care Unit
 Dionne Cyca, Emergency Department

Cindi Daubendiek, 6A
 Shelly Davis, Nursing Administration
 Cindy Deutsch, Rocky Mountain Poison and Drug Center
 Sharon Diamond, 8A
 Terra Doucette, Progressive Care Unit
 Kathy Doughty, Operating Room
 Pamela Doyle, Surgical Intensive Care Unit
 Janna Duffy, 8A
 Susan Edholm, Surgical Intensive Care Unit
 Gerber Eric, Emergency Department
 Heather Escudero, Surgical Intensive Care Unit
 Zita Fenner, 9A
 Lonnie Fleharty, 8A
 Endy Garcia, 8A
 Jeremy Garcia, ADU
 Anne Ham, Progressive Care Unit
 Anne Hammer, Community Health Services

Christina Hansen, 8A
 Kayla Henderson, 8A
 Kimberlynn Hendren, Correctional Care
 Staci Hensley, Medical Surgical
 Cynthia Hickel, Surgical Intensive Care Unit
 Kellie Horn, Medical Intensive Care Unit
 Rob Hibit, Emergency Department
 Stephanie Higgins, Operating Room
 Merri Hoffman, 8A
 Lynn Hoskins, Denver Public Health
 Don Hughes, Progressive Care Unit
 Claudia Huizar, 8A
 Barbara Jordan, Correctional Care
 Rob Kerr, Emergency Department
 Dana Kiltthau, 8A
 Elizabeth Kimball, Medical/Surgical
 Jane Klein, Operating Room
 Heidi Kramer,

Rocky Mountain Poison and Drug Center
 Lisa Krosky, Mom/Baby
 Cathy Lane, Correctional Care
 Terry Lee, Denver Public Health
 Kathleen Lester, 8A
 Laura Lunsford-Elson, 8A
 Mary Magee, Womens Care Clinic
 Julie Makatura, Mom/Baby
 Susan Matzick, Surgical Intensive Care Unit
 Monica Mayer, Surgical Intensive Care Unit
 Nicole McMacken, 9A
 Natalee Mejia, 4WA
 Renee Militello, Emergency Department
 Tamara Miller, Labor and Delivery
 Theresa (Teri) Mitchell, 7A
 Jeremy Nelson, 3B
 Theresa Nino, Surgical Intensive Care Unit

Valerie O'Brien, Float Pool
 Dana Paine, Womens Care Clinic
 Keri Palmer, Rocky Mountain Poison and Drug Center
 Donna Heim Paul, Adult Specialty Clinic
 Margie Phillips, Community Health Services
 Laura Pokrywka, Surgical Intensive Care Unit
 Lora Pritchett, Labor and Delivery
 Margaret Ptasznik, Operating Room
 Brendan Reiss, Surgical Intensive Care Unit
 Loretta Robb, Operating Room
 Christy Rose, Operating Room
 Renee Roybal, Emergency Department
 Margaret Royston, Labor and Delivery
 Brandy Scherer, Operating Room
 Brenda Sieger, 8A

Amy Smith, Medical Intensive Care Unit
 Jan Smith, Medical Intensive Care Unit
 Kenneth Stiefvater, Community Health Services
 Hilary St. John, Emergency Department
 Jennifer Stokes, Surgical Intensive Care Unit
 Shirley Sutton, Rocky Mountain Poison and Drug Center
 Carol Thomas, Emergency Department
 Teresa Trabert, Infusion Center
 Jennifer Thomas, Progressive Care Unit
 Tina Van Winks, Medical Surgical
 Cathy Vigil, Quality/Safety
 Melinda Whalen, Emergency Department
 Raquel Welch, Progressive Care Unit

Sharon Wilbert,
Labor and Delivery
Carrie Willmer,
Surgical Intensive
Care Unit
Tosha Wilson, 8A
Shawna Womack, 9A
Julie Zoetewey,
Medical Intensive
Care Unit

Level 3

Patricia Abata,
Womens Care
Clinic
Monique Apolinar,
9A
Jamie Bach, Medical
Intensive Care Unit
Cameron Benziger,
Surgical Intensive
Care Unit
Rachel Bott, Surgery
Clinic
Abby Brockman, 7A
Stacie Busby,
Surgical Intensive
Care Unit
Jennifer Callender,
Womens Care
Clinic

Jill Chisolm, 3B
Mary Cooper,
Operating Room
Michelle Cupps,
Womens Care
Clinic
Leisha Delmonico,
9A
Amy Fielding, 3B
Sara Gagne, Women,
Children Services
Trina Garay (Welz),
Emergency
Department
Gale Garcia,
Behavioral Health
Sarah Gardiner, 3B
Tracy Goering, Labor
and Delivery
Hillary Goetz, 7A
Christina Hale,
Surgical Intensive
Care Unit
Cori Hartman,
Medical/Surgical
Kristi Havel, Surgical
Intensive Care Unit
Paul Hill, 3B
Sarah Holloway,
Mom/Baby Unit

Jeff Hyatt, Surgical
Intensive Care Unit
Colette Ikem, Labor
and Delivery
Paula Isaksson, 9A
Jennifer Johnson,
Labor and Delivery
Jody Johnson, 7A
Mindell Johnson,
Community Health
Services
Jean King, 7A
Susan Kinsella,
Women and
Children Service
Diane Kyncl,
Womens Care
Clinic
Nicole Lindberg,
Surgical Intensive
Care Unit
Blanca Lucero,
Infusion Center
Mary Maltby,
Denver Emergency
Center for Children
Mary Anne Manley,
Oncology

Stephanie
McCallister,
Emergency
Department
Michelle Metz,
Emergency
Department
Trevor Meeks,
Surgical
Intensive Care Unit
Linda Milner, Labor
and Delivery
Kristin Monnat,
Surgical Intensive
Care Unit
Christina Montez-da
Silva, 9A
Regina Morrissey,
7A
Audrey Nash,
Surgical Intensive
Care Unit
Christina Patel,
Surgical Intensive
Care Unit
Susan Raines, Labor
and Delivery
Betsy Raube,
Community Health
Services

Jennifer Rauch,
Mom/Baby
Jeff Rodgers,
Emergency
Department
Suzanne Ruzich,
Surgical Intensive
Care Unit
Carolyn Scantlebury,
3B
Mary "Margie"
Schneider, Womens
Care Clinic
Grace Senger, Adult
Subspecialty
Jason Simpson, 9A
Susan Sipes, Adult
Urgent Care Center
Jeanne Sletto, 9A
Kami Smith,
Postanesthesia Care
Daisie Snyder,
Operating Room
Stanley Soria,
Community Health
Services
Ellen Staton,
Behavioral Health
Diana Stell,
Community Health

Services
Mary Sweeney,
Infusion Center
Jill Taglione,
Medical/Surgical
Paula Talavera,
Womens Care
Clinic
Kari Thomasgard,
Medical Intensive
Care Unit
Kyja Thorsgard,
Labor and Delivery
Victoria Toliver,
Denver Sheriff's
Department
Elisa Townshend,
Postanesthesia Care
Angela Turk,
Medical Intensive
Care Unit
Angela Whiteacre,
9A
Christopher Yore,
Surgical Intensive
Care Unit
Anna Zielinski,
Medical Intensive
Care Unit





Coaching Nurses in Leadership Development

In 2009, Denver Health leaders took the simple concepts of listening, validating and accountability, and used them to coach nurse leaders so that they might become stronger leaders.

“In today’s health care environment, many nurse leaders are involved in levels of decision-making that would rival those of an executive in a Fortune 500 company,” said Kathy Boyle, RN, Ph.D., CNO. “However, many of them are dealing with these pressures without the formal business training that executives possess. The coaching process allows nurse leaders to benefit from the knowledge of others while ultimately making decisions on their own.”

As part of a HRSA grant, through the Center for Nursing Excellence, the project is designed to support the development of front line nurse leaders. Forty-five Denver Health mid-managers, service line administrators, directors and executive staff members are coaching 47 nurse leaders who serve in various positions throughout the organization. Eighty percent of the coaches are from departments outside of Nursing, demonstrating significant organizational support.

The concept of coaching has existed in the business world since the early 1990s as a valuable and efficient

way to promote professional and personal development. When one considers the everyday pressures in nurse management — managing the anxiety inherent in the life and death nature the organization, staff shortages, high acuity, increasing demands for improved service and ever-present cost containment — it is no wonder that coaching has also proven to be a valuable technique in the world of nurse leadership.

Through the process, coaches meet with their nurse leaders once a week for 30 minutes. The nurse leaders bring an agenda and determine the focus of the session while the coach listens and asks questions so that the nurse will ultimately, and inherently, deduce an answer. This interaction creates clarity, and moves the nurse leader into action.

As part of the program, all nurse leaders are responsible for completing a capstone project to improve their departments. Projects are discussed with coaches who help accelerate the progress by providing greater focus and awareness of choice.

“Coaching provides a tailored approach to professional development,” says Boyle. I’m very impressed with the strength it has given nurse leaders at Denver Health.”

Denver Health Nurses are Black Belts

While Denver Health is a national leader in the application of LEAN process improvement tools to reduce waste in health care processes, nothing distinguishes Denver Health's initiative quite like the Black Belt program.

Black Belts are a select group of Denver Health employees who undergo 50 hours of highly specialized training in the principles of LEAN. Upon completion of the program, Black Belts are expected to use the LEAN tools they have learned in day-to-day activities within their own departments.

Every Black Belt has an annual target of \$30,000 in savings from LEAN applications. In 2009, this accounted for nearly \$5 million in savings for Denver Health.

Nursing Black Belts

Ann Andis, Perioperative Services
 Valerie Archuleta, Medical/Surgical Unit
 Peggy Baike, Nursing Administration
 Heide Bliss, Women and Children
 Kathy Boyle, CNO
 Patty Brewis, Lowry Family Health Center
 Jennifer Brown, Patient Safety & Quality
 Annette Callahan, Nursing Manager
 Wendy Carlton, Human Resources
 Kim Carroll, Medical/Surgical Unit
 Sharon Chamness, OB/GYN
 Quinn Davis, Nursing Management
 Catherine Dingley, Nursing Outcomes,
 Research and EBP
 Melinda Donnelly, COSH
 Julie Entwistle, Bond Projects
 Rebecca Fox, Behavioral Health Services
 Joseph Gerardi, COSH
 LaVonna Heath, Nursing Management
 Sara Henderson, Women and Children
 Eliza Johnson, Women and Children

LeeAnn Kane, Nursing Education
 Carmen Kassatly, Correctional Care
 Pat Keller, Adult Specialty Clinic
 Teresa Kukolja, Utilization Management
 John Lundin-Martinez, Behavioral
 Health Services
 Kendra Moldenhauer, Patient Safety &
 Quality
 Tonie Moore, Surgery Clinic
 Ellen Mulhern, Women and Children
 Pollyanna Nelson, Nursing Support Services
 Pam Paulson, Women and Children
 Michelle (Mimi) Ryan, Progressive Care
 Nicole Stafford, Critical Care
 Sheila Tann, Women and Children
 Patti Thompson, Nursing Management
 Patricia Tillapaugh, Medical/Surgical Unit
 Shawn Ullrich, Emergency Department
 Anna Vance, Critical Care
 Sue Wittkop, eHealth Services

Nurses throughout the organization have taken on the challenge to become Black Belts and enhance processes in the delivery of patient care.

In addition to the 39 Black Belt nurses, six nurses extended their training to become Master Black Belts — nurse leaders with the most advanced LEAN training available.

“Our nurses play a key role as Black Belts in our LEAN initiative,” said Patricia A. Gabow, M.D., CEO. “We have nurses in every department who have contributed above and beyond to ensure we are delivering the highest quality health care efficiently, effectively, and with the best outcomes for our patients.”

Nursing Master Black Belts

Margie Campbell, CCMF
 Deb Carpenter, Trauma Services
 Vickie Lesnansky, Community
 Health Services
 Kathy Uran, OB/GYN
 Susan Van Dyk, Nursing
 Management
 Audrey Vincent, Denver CARES



Awards and Accomplishments

Kelli Anderson, RN, Rocky Mountain Poison and Drug Center; **Monique Apolinar**, charge nurse 9A; and **Sandy Callahan, RN**, Rocky Mountain Poison and Drug Center, were nominated for the 2009 Nightingale Award.

Patti Blair Thompson, RN, ACNO, Nursing Administration; **Deb Carpenter, RN**, service line administrator, Trauma Services; **LaVonna Heath, RN**, nursing director, Behavioral Health, Correctional Care; and **Kathy Uran, RN**, interim ACNO/service line administrator, Women and Children, received CEO Commendation Awards for expertly leading nursing through Denver Health's 2008/2009 Chief Nursing Officer transition.

Sara Brownlee, RN, Nursing, was named Denver Health's Advanced Practice Nurse of the Year for 2009.

Annette Callahan, RN, 3B, was selected as Denver Health's Nurse Leader of the Year for 2009.

Cindi Daubendiek, RN, 6A; **Zita Fenner, RN**, 9A; **Denise Johnson**, Nursing Outcomes, Research and EBP; **Kathleen Lester, RN**, 8A; **Karin Rees**, Nursing Management; and **Christy Rose, CCRN**, Nursing Outcomes, Research, and EBP, were selected as Outstanding Denver Health Research Team of the Year in 2009 for their project "Hanging Loose: Evaluating the Use of Padlock Set Saver in IV Administration."

Catherine Dingley, RN, Ph.D., received the University of Colorado College of Nursing Distinguished Dissertation award.

Catherine Dingley RN, Ph.D., Nursing Outcomes, Research and EBP; **Denise Johnson**, data specialist; and **Cynthia Salisbury, RN**, Nursing, won first Place at the University of Colorado Hospital 2009 Quality and Safety Fall Forum for "Hitting the Mark in Engaging Staff: The Bull's-Eye Target for Nursing Quality Indicators."

Pamela Doyle, RN, and **Trevor Meeks, RN**, SICU, were selected as Denver Health's Evidence-based Practice

Champions of the Year for 2009.

Zita Fenner, RN, 9A, was selected as Denver Health's Educator of the Year for 2009.

Vickie Lesnansky, RN, nursing director, Community Health Services, received the Excellence in Administrative Ambulatory Nursing Practice Award from the American Academy of Ambulatory Care Nursing. Lesansky was recognized for mentoring peers and colleagues, her willingness to share expertise, promoting interdisciplinary collegial working relationships and for demonstrating effective management.

Laura Lunsford-Elson, RN, 8A East, was named Denver Health's Nurse of the Year for 2009.

Doug Peterson, clerical support specialist II, Mom/Baby, was named Denver Health's Nurse Partner of the Year for 2009.

Jessica Sanchez, RN, clinical quality coordinator, Community Health Services, received the National Association of Community Health Center's Henry Fiumelli Patient Advocate Award for her efforts in shaping the Community Health Center movement in Colorado. Sanchez was honored for her contributions as a grant writer, project director, and for the countless number of direct hours she has spent treating Community Health patients.

Kimberli Smetana, RN, Denver Health Medical Plan Clinic, was named Denver Health's April 2009 Employee of the Month.

Kathy Uran, RN, Women and Children, and **Doug Warnecke, CRNA**, nurse anesthetist, Anesthesiology, were named 2009 Denver Health Bosses of the Year.

Jeanette Urban, RN, charge nurse, Behavioral Health Services, received a You're an Essential Piece of the Puzzle Award during Denver Health's 2009 Day of Celebration.

Catherine Dingley Heads Nursing Research



Catherine Dingley, RN, Ph.D., FNP, coordinator of Nursing Outcomes, Research and Evidence-based Practice, knew from the time she was a little girl that she wanted to help people and that she wanted to contribute to society — she wanted to be a nurse.

“I’ve always felt that doing something to make someone’s life better, is far better than chasing money,” says Dingley.

Dingley, who has worked at Denver Health for six years, got into the research field 14 years ago because she wanted answers to the many questions that arise while practicing nursing.

“Questions are always coming up in health care,” says Dingley. “It’s interesting to be able to study issues and find solutions.”

Dingley works with nearly every department in the

organization, identifying issues, benchmarking data and improving quality of care through evidence-based nursing practices. Her successes have come in the form of evidence-based practice and research projects including Calls and Falls Hourly Rounding program; The Pressure Ulcer Prevention Performance Improvement (PUPPI) Program; the Restraint Champion Program; and the Partnerships in Implementing Patient Safety (PIPS) grant.

“My research agenda is motivated by a commitment to improving health care outcomes,” says Dingley. “We’re able to focus on practice and research because everyone at Denver Health is interested in improving care.

“Denver Health’s commitment to having a nurse researcher and conducting evidence-based practice is truly a reflection on the organization’s dedication to providing high-quality, safe patient care.”

Dingley graduated with her doctorate in nursing from the CU College of Nursing in 2008, and received the Distinguished Dissertation Award for “Inner Strength as a Predictor of Quality of Life and Self-Management in Women with Cancer.”

Research and Evidence-based Practice Projects

- ***Chemotherapy-induced neutropenia and relative dose intensity in an underserved population of colon cancer patients***
- ***Effectiveness of restraint types and practice in critical care patients***
- ***Rounding by the hour: a time to focus on fall prevention***
- ***Nurse cross-training in the Emergency Department and the Surgical Intensive Care Unit***
- ***Extreme fall risk assessment in critical care patients***
- ***Utilization of the coping with labor algorithm***
- ***Evaluation of standardized color coded nurse uniforms on patient, family and staff perceptions***
- ***Hanging Loose: Evaluating the use of the Padlock Set saver in IV Administration***
- ***Survey of callers to the Denver Health NurseLine to determine caller satisfaction and compliance with nurse triage***
- ***Preventing pressure ulcers in hospitals***

Denver Health Nursing STARS

In 2009, Denver Health presented 457 STAR (Special Treatment and Action Reward) awards to nurses for their commitment and dedication to patients, visitors and co-workers. Each award is worth \$50; Denver Health awarded \$22,850 in total to these nurses:

Leah Abai	Laura Bublitz	Amy Cummings	Lonnie Fleharty	Adam Hammarquist	Shellie Jochum
Patricia Abata	Shanisha Buchanan	Amanda Cuneo	Maria Flores	Susan Hammerton	Andrea Johnson
Yelena Acherkan	Sharon Buckley	Dionne Cyca	Matthew Fogel	Lauren Hammond	Gloria Johnson
Joan Adam	Emily Buhrman	Melissa Cytron	Jeralyn Fokken	Kendra Harper	Jody Johnson
Justin Adams	Elizabeth Burelle	Pamela Dagnillo	Jameson Foster	Dana Harris	Mindell Johnson
Blaine Allen	Kimberly Burke	William Dake	Rebecca Fox	Judith Harrison	Paisley Johnson
Margaret Anangwe	Nicole Burnet	Erik Dalm	Mary Freund	Nicole Harrison	Amie Jones
Rosemary Anderson	Stacie Busby	Shannin Daniels	Mike Fryman	Corintha Hartman	Douglas Jones
Wendy Anderson	Colleen Busch	Cynthia Daubendiek	Debra Gady	Katheryn Haynie	Barbara Jordan
Kristy Anthony	Rebekah Bushey	Tracy Daugherty	Leslie Gaito	Kayla Henderson	Bozena Kaminski
Lisa Babbitt	Jeanette Cachero	Jennifer Davidson	Susan Galley	Sara Henderson	LeeAnn Kane
Bethany Baker	Miyasato	Roberta Daw	Karin Gallup	Kimberlynn Hendren	Mary Karsian
Kenneth Baker	Sarah Call	Kirsten Deats	Maribel Galvan	Brett Henley	Patricia Keller
Katherine Banuelos	Annette Callahan	Eliska Mantilla	Max Garcia	Erica Henley	Tami-Jo Kernehan
Steven Banuelos	Sandra Callahan	DeCarrera	Joseph Gareis	Staci Hensley	Mary Kilfoyle
Carolyn Bargman	Norma Cameron	Oliver Deshler	Lincoln Garrison	Lucia Herrera	Dana Kalthau
Ann Bell	Robert Cameron	Cindy Deutsch	Jeri Gartner	Cynthia Hester	Elizabeth Kimball
Deborah Bell	Margie Campbell	Misty Dietz	Cassandra Gaudette	Robert Hibit	Jan King
Sally Bender	Patricia Caraway	Marites Dilag	Charise Gentile	Cynthia Hickel	Susan Kirkeby
Kenneth Bennett	Elizabeth Cardena	Jennifer Dillingier	Gail George	Stephanie Higgins	Elizabeth Kissell
Cameron Benziger	Karen Carlson	Mary Kate Dillon	Eric Gerber	Paul Hill	Jane Klein
Pamela Berg	Nicole Carnelli	Kathleen Doughty	Sara Geyer	Kelsey Hoak	Marvin Korell
Keith Berryhill	Alexander Carvajal	Pilar Drewry	Brenda Gibbons	Forrest Hobbs	Heidi Kramer
Trena Berube	Donald Casey	Donald Ederer	Amy Gillette	Eileen Hodges	Kimberly Krawchuk
Kara Beul	Krista Cashin	Susan Edholm	Hillary Giorgio	Merri Hoffman	Kevin Kreitz
Mary Billings	Sharon Chamness	Michael Emerman	Brooke Gisi	Cheryl Holton	Nada Krkalic
Donna Blatt	Araceli Chavez	April Erbland	Jama Goers	Barbara Horan	Lisa Krosky
Mary Bolkovatz	Elaine Chiarely	Eric Escobedo	Hillarie Goetz-Smith	Kellie Horn	Diane Kynel
Sherry Bonansinga	Katherine Chichester	Heather Escudero	Michelle Gonzales	Naimeh Hosseini	Joy Lackey
Ernest Bond	Keith Chipman	David Farmer Jr.	Emily Green	Erma Howerzyl	Michele Lande
Diana Botton	Kristie Cisneros	Michael Farmer	Anna Gregory	Donald Hughes	Cathy Lane
Kristi Bregman	Dionne Clark	Zita Fenner	Charles Griffo	Rebecca Hurst	Deborah Lathrop
Patricia Brewis	Vanessa Coats	Jodie Ferguson	Rachel Grossman	Faith Igberaese	Paula Laws
Abby Brockman	Stephanie Coldman	Dean Fernandez	Judy Grosswiler	Janice Imhof	Doris Lequire
Catherine Brown	Amanda Cole	Amy Fielding	Maureen Gunning	Susan Jackson	Laura Lesnansky
Claire Brown	Nicole Connelly	Stephany Finger	Maureen Guy	Lucinda Jacob	Vickie Lesnansky
Randee Brown	Pauline Connor	Nettie Finn	Christina Hale	Jane Jaglowski	Kathleen Lester
Sara Brownlee	Patrick Cotton	Catherine Fischer	Ann Ham	Patricia Jarvis	Sarah Linford
David Brozovich	Sharifa Crawford	Scott Fitzgerald	Elizabeth Hamilton	Amy Jennings	Elma Linsenmaier

Jeffrey Littlewood	Angelina Milan	Carinda Otte	Denise Rosnick	Nicole Stafford	Sarah VanBenschoten
Pence Livingston	Kevin Millonig	Runa Paiso	Karli Rowe	LaVaughn Standridge	Anna Vance
Kathy Loebel	Linda Milner	Keri Palmer	Margaret Royston	Tessa Staples	Sandra Vannice
Donna Lopez	Amanda Mitchell	Cheryl Palsic	Katie Rudofsky	Stephanie Stark	John VanNostrand Jr.
Deborah Losacco	Eve Mitchell	Christine Patel	Clara Ryan	Diane States	Jaime VanRiel
Allyson Lovelace	Theresa Mitchell	Artis Patterson III	Michelle Ryan	Peter Steadman	Tina VanWinks
Shari Loyd	Jill Mix	Lilia Perches	Brenda Sassen	Kimberly Stein	Robert Varney
Blanca Lucero	Melissa Moffatt	Anthony Perez	Christine Savoie	Diana Stell	Maria Velasco
Laurie Luna	Kellie Monahan	Christopher Perez	Carolyn Scantlebury	Kenneth Stiefvater	Sunny Vialpando
Kristin Lundberg	Kristin Monnat	MaryAnn Perez	Renae Schade	Janet Stinson	Sharon Viglione
Laura Lunsford	Anna Montgomery	Wendy Petracek	Brandy Scherer	Jennifer Stokes	Audrey Vincent
Elson	Seana Montoya	Jennifer Phelan	Rachel Schkade	Antonio Stone	Christina Walker
Kelci Lutz	Regina Moore	Deanne Phillips	Richard Schmidt III	Cathy Stone	Loreli Walker
Gail Machowski	Jeremie Morehart	Margaret Phillips	Marie Schnell	Joan Sunderland	Lisa Wathen
Jason Macort	Karen Moreno	Susan Phillips	Debra Schock	Shirley Sutton	Meredith Watt
Julie Makatura	Sandra Morrell	Barbara Pierce	Janet Scott	Mary Sweeney	Dawn Weeks
Mary Manley	Regina Morrissey	Brionn Pierce	Janine Seftel-Kimley	Jill Taglione	Kristin Wells
Melinda Marcotte	Mischel Mosbey	Karen Poelman	Melissa Sexton	Paula Talavera	Lia Wells
Anita Marley	Monica Mosby	Lee Pohlzen	Michael Shadduck	Wilma Jean Tarver	Cassandra Wheeler
Wanda Marshall	Ellen Mulhern	Richard Pomeroy	Heidi Sharpnack	Amy Taylor	Patricia Whyde
Chris Martin	Yira Munoz Murillo	Gary Porter	Jennifer Shrake-	Maria Taylor	Megan Widirstly
Erika Martin	Miguel Musacchia	Mary Potter	Ramirez	Carol Thomas	Teresa Wilcox
Elizabeth Martinez	Miguel Musacchia	Brenda Quatrochi	Brenda Sieger	Jennifer Thomas	Carrie Willmer
Curtis May	Catherine Napoli	Amy Quinones	Christina Montez-da	Kari Thomasgard	Tosha Wilson
Sarah McCormick	Tonia Narverud	Angel Ramirez	Silva	Patricia Tillapaugh	Dana Wimberly
Carol McDonald	Joyce Natale	Christina Ramirez	Sonja Silva	Christina Tinsley	Raeann Wisher
Nancy McDonald	Jeremy Nelson	Elizabeth Raube	Brandon Smith	Loretta Tipton-Perry	Shawna Womack
Nicole McMacken	Lori Nelson	Brendan Reiss	Inez Smith	Victoria Toliver	Alvin Woudwyk
David Medina	Marina Nelson	Armando Reyes	Jennifer Smith	Elisa Townshend	Angelia Yancey
Kateri Medina	Pollyanna Nelson	Wayne Richards	Kami Smith	Martha Tracy	Ka Yang
Natalee Mejia	Jennifer Newby	Mark Richardson	Katina Smith	Lorraine Trudeau	Christopher Yore
Mulugojam	Scott Nimmo	Mark Richardson	Pamela Smith	April Trujillo	Oliver Young
Mekonnen	Theresa Nino	Mette Riis	Sarah Smith	Maia Trumbull	Helena Zaledzieski
Nayeli Mendez	Stephanie Nix	Jenny Rivera	Karen Smoczyk	Angela Turk	Anna Zielinski
Jennifer Merten	Sally Normandin	Loretta Robb	Valerie Sodaitis	Franki Underwood	Jill Zika
Tricia Mestas	Cydney Norris	Nicole Robbins	Joann Sorrentino	Karen Valentine	Julie Zoetewey
Kristen Meyers	Tiffany Norris	Carol Rogers	Linda Spaulding	Susan Van Dyk	Todd Zuercher
Gerri Middleton	Valerie O'Brien	Elizabeth Rolan	Hilary St. John	Gloria Van Sloun	Melody Zwakenberg
	Morgan O'Donnell	Kathleen Romero			



LaVonna Heath, RN, MSN, Lt. Colonel, U.S. Army Reserves



LaVonna Heath, RN, MSN, nursing director, Behavioral Health, Correctional Care and Patient Advocates (who also served as Chief Nursing Officer in 2008), knows a great deal about dedication. A nurse with more than 30 years of experience, Heath is committed to the health and well-being of her patients, but on a larger scale, she

is also dedicated to the well-being of her country.

Heath, a Lieutenant Colonel in the U.S. Army Reserves, has more than 20 years of military experience. For years, she has devoted one weekend a month and two weeks a year to her Army training. In October 2008, she was called to active duty and mobilized to serve as head nurse in the Evans Emergency Department of the Fort Carson Community.

Inspired by her mother who is also a nurse, Heath has been in nursing for more than 30 years — 23 of which she has

spent at Denver Health. She has filled many roles in the organization including, a nurse in the Surgical Intensive Care Unit; assistant head nurse, Medical/Surgical Unit; head nurse, Correctional Care; and nursing operations manager, Denver CARES.

In the Army, Heath trains soldiers to care for those who have been shot or otherwise injured during battle. Recently, she led the effort to secure clinical trauma training for soldiers of the 5502nd United States Army Hospital, by developing a program in which Army medics can train in the Emergency Department and Medical/Surgical Unit at Denver Health.

“I am so thankful for both my military career and my nursing career. The skills I have learned as a nurse have allowed me to be successful in the Army Nurse Corps, and the discipline and leadership I have learned in the Army has helped me a great deal in my career at Denver Health,” says Heath. “When I look back, I feel so blessed to have been able to experience and enjoy both careers.”

Nurses Active in the Military

Ann Andis, RN, director, Nursing for Perioperative Services

Tanya Cannon, RN, charge nurse for Nursing services Medical/Surgical Unit

LaVonna Heath, RN, director, Nursing for Behavioral Health, Correctional Care and Patient Advocates

Lynette Moore, NP, Behavioral Health Services

Harriet Palmer-Willis, RN, Behavioral Health Services

Noel Rieder, RN, nursing supervisor, Nursing Administration

Richard Schmidt III, RN, Perioperative Services

Fatima Young, RN, Medical/Surgical Unit

Living Legacies

Denver Health has a long history of training nurses. The Colorado Training School for Nurses opened on the Denver Health campus March 1, 1887, the first nursing school west of the Mississippi River.

For 60 years the Colorado Training School for Nurses was part of Denver Health. Every class of nurses who graduated from the school contributed to the profession, blazing trails for generations of nurses to come.



Myrna Gorman, Class of 1937

Myrna Gorman, 95, graduated from the Colorado Training School for Nurses in 1937, and immediately began working in the Denver Health operating rooms.

Just three months after graduating and starting work at Denver Health, she was promoted to nurse manager for the Emergency Department.

“In those days, the Emergency Department could handle about 16 patients at a time, but often had upwards of 200 patients each day. We were busy all the time,” she said.

After 35 years in nursing, Gorman retired from Denver Health. She spent her entire nursing career at Denver Health.



Helen Stafford, Class of 1941

Helen Stafford, 90, graduated from the Colorado Training School for Nurses in 1941.

“I loved nursing school and working at Denver General Hospital. I really enjoyed my nursing career and wish I would have done more in nursing,” said Stafford who cut her nursing career short to care for her family and the family’s grocery store business.

“Denver General provided an excellent nursing education. We had to deal with all kinds of situations and all kinds of people – just like nurses at Denver Health do today.”



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