



# THE NIGHTINGALE NEWS

VA Salt Lake City Health Care System

Spring 2012



## Get Involved, Contribute, and Lead the Way in VA Nursing

For the past year or so, we have been building our Shared Governance Model by developing various councils. I am happy to say that we are close to having all of the councils in place. These councils include: **Professional Clinical Practice Council**, **Evidence-Based Practice Council**, **Leadership Council**, **Education Council** and the **Coordinating Council**. The work that has gone into the development of these councils is greatly appreciated. You will be hearing more about the work in the future.

Recently, I had the opportunity to speak at the Utah Organization of Nurse Leaders (UONL) where I shared our contributions toward implementation of the Institute of Medicine: Future of Nursing recommendations. I was pleased to announce our efforts toward achieving some of the recommendations. Our Shared Governance model is the future of nursing. As a reminder, the recommendations are as follows (IOM, 2010):

- Recommendation 1:** Remove scope-of-practice barriers.
- Recommendation 2:** Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
- Recommendation 3:** Implement nurse residency programs.
- Recommendation 4:** Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020.
- Recommendation 5:** Double the number of nurses with a doctorate by 2020.
- Recommendation 6:** Ensure that nurses engage in lifelong learning.
- Recommendation 7:** Prepare and enable nurses to lead change to advance health.
- Recommendation 8:** Build an infrastructure for the collection and analysis of interprofessional health care workforce data.

Nurses must drive the future of VA nursing by being involved in shared-decision making. I recently talked to one of our VA nurses who had a

***“Nurses must drive the future of VA nursing by being involved in shared-decision making”***

## Upcoming Events

**St. Patrick’s Day**  
March 17

**First Day of Spring**  
March 20

**VASLCHCS Blood Drive**  
April 2

**POW Recognition Day**  
April 9

**VA Earth Day Event**  
April 19

**Nurses Week**  
May 6-12

**Mother’s Day**  
May 13

**V-E Day 1945**  
May 13

**Memorial Day**  
May 28

lengthy career in VA nursing. She spoke about the many changes she has seen during her years of service. We shared some of the amazing changes lead by our own nursing staff. VA has expanded the roles of our nurses as part of a major restructuring of our health care system. The results with respect to quality, access, and value have been extraordinary. We continue to change so that we can be the health system of choice for our Veterans in the future.

Thank you for all that you do to advance nursing practice in our organization.

<http://thefutureofnursing.org/IOM-Report>

“When we are no longer able to change a situation, we are challenged to change ourselves.”

~Victor Frankl~

**Shella Stovall, MNA, RN, NE-BC**  
Associate Director, Patient Care Services

## Experience Where Experience Matters

**What has been the most rewarding experience of your career?**

The most rewarding experience I've had in my career is the one I'm having right now. Watching over our Veterans in VA contract long term care facilities allows me a measure of control over the quality of care as well as the opportunity to become acquainted with Veterans in a more informal/less disease driven environment. The feeling of community invites personalities, life histories to emerge easily and allows me to get to know these Veterans more as the people they are rather a disease they have.

**If you could go back in time and visit yourself thirty years ago, what would you say?**

I would say, “You think you know what you're in for, but you no idea what a wild ride it will be and it will be SO work it.”

**Kathy Rafferty**

47 Years in Nursing  
37 With VA



**What advice do you have for up and comers in the VA?**

I would say that the VA is the hardest job you will ever love (and so is the Peace Corps). The longer you stay the more you love it!

## Congratulations to our 2011 ELNEC Winner!



**Benito Garcia, BSN, MSN**, is a nurse practitioner with the Palliative Care Service at the George Whalen VA in Salt Lake City, UT. Benito attended the very first national End of Life Nursing Education Consortium (ELNEC) -For Veterans train-the-trainer course in 2010. Benito has been very

busy providing ELNEC courses to his staff. To date, 41 people have received ELNEC-For Veterans training from Benito and 14 of those have completed the entire training. Benito states the tools from the ELNEC

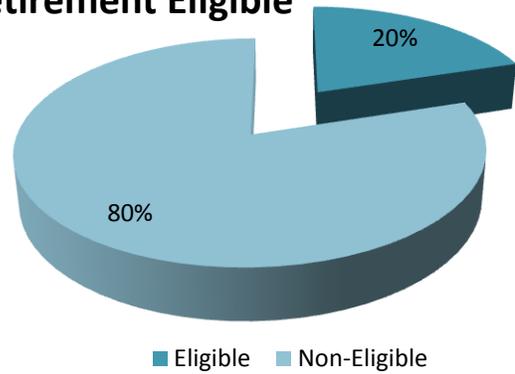
curriculum have assisted him in increasing his own palliative care knowledge, as well as providing tools for him to educate others. Benito has been diligent in educating other staff, to assist in promoting excellent palliative care throughout the VA facility in Salt Lake City, UT. In addition, he has shared this work at the November 2011 UT Hospice and Palliative Care Organization Conference. He provides monthly presentations to Holistic Medicine staff and volunteers. Benito would also like to acknowledge that a very special volunteer, Marlene Mickelson contributed many hours in making the ELNEC-For Veterans so successful in Salt Lake City. You may contact Benito at [benito.garcia@va.gov](mailto:benito.garcia@va.gov)

# VA Salt Lake City Health Care System

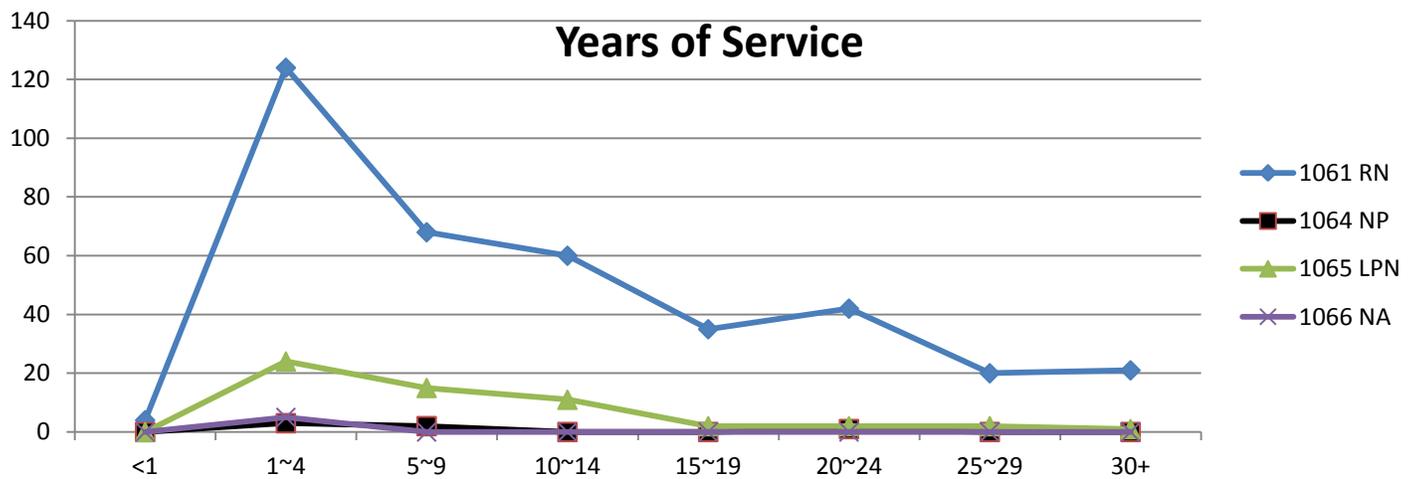
## Nursing Demographics at a Glance

Retirement Eligible	Eligible	Non-Eligible	Total
1001 Admin Pers	2	46	48
1002 Clerk Pers	1	16	17
1031 Health Techs	7		7
1037 Med Techs		29	29
1061 RN	92	281	373
1064 NP		6	6
1065 LPN	7	50	57
1066 NA		5	5
1067 CNS		0	0

Retirement Eligible

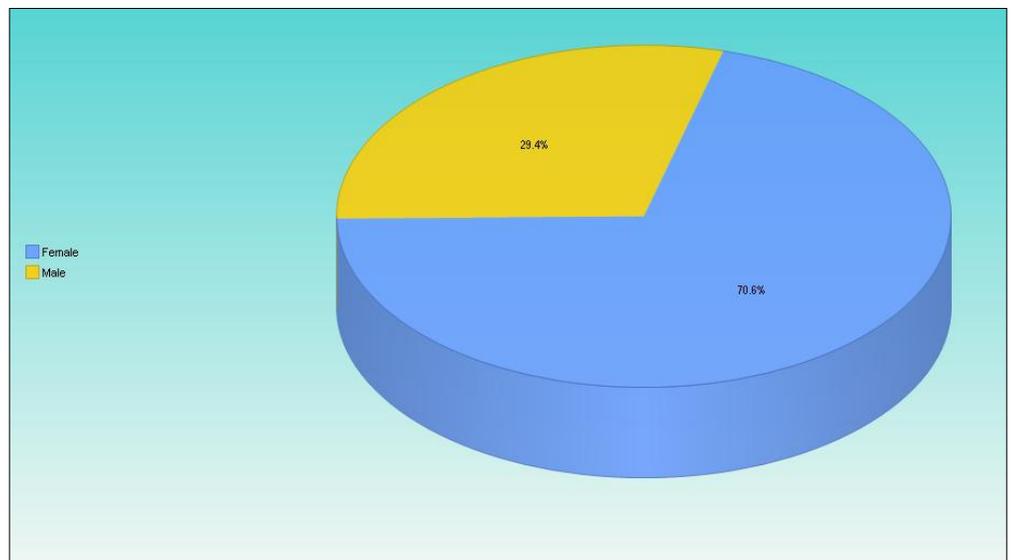


Years of Service



## Gender Demographics

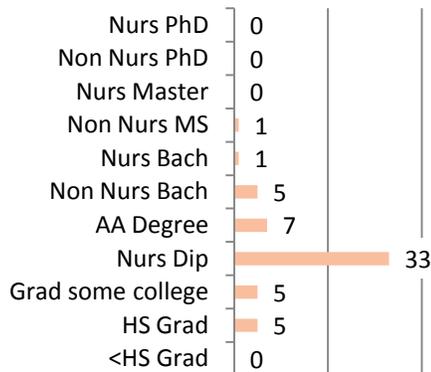
	Employee Count	
Female	418	70.6%
Male	174	29.4%
<b>Grand Total</b>	<b>592</b>	<b>100.0%</b>



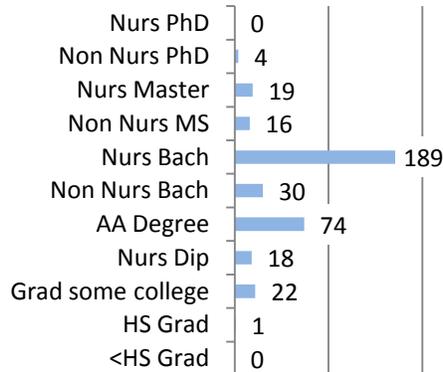
# Education Demographics

Education	HS Grad	Grad some college	Nurs Dip	AA Degree	Non Nurs Bach	Nurs Bach	Non Nurs MS	Nurs Master	Non Nurs PhD	Nurs PhD	Total
1001 Admin Pers	4	8		1	5						18
1002 Clerk Pers		1									1
1031 Health Techs	13	15		3	4				1		36
1037 Med Techs		1									1
1061 RN	1	22	18	74	30	189	16	19	4		373
1064 NP		1			1			4			6
1065 LPN	5	5	33	7	5	1	1				57
1066 NA		4		1							5
1067 CNS											0

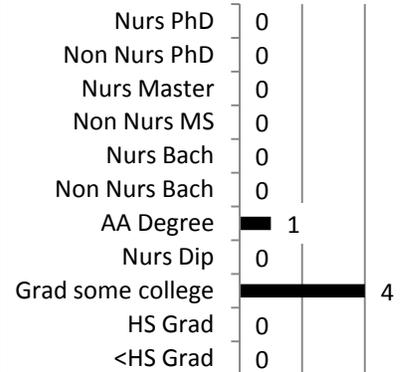
## Education Levels 1065 LPN



## Education Levels 1061 RN

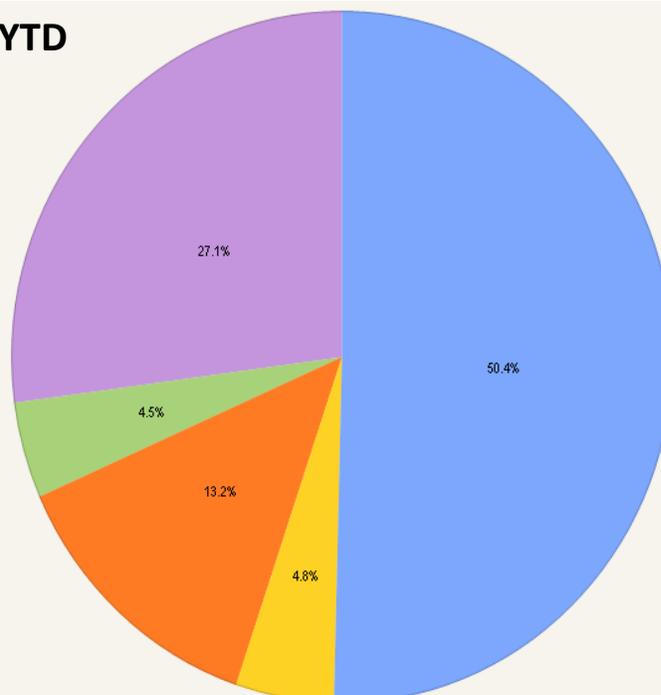


## Education Levels 1066 NA



## Type of Leave Hours 2012 FYTD

- Hours Annual Leave
- Hours Comp Time Used
- Hours LWOP
- Hours AA Leave Authorized Absence
- Hours SL Total



	FY12
Hours Annual Leave	33,585.25
Hours Comp Time Used	3,202.00
Hours LWOP	8,792.00
Hours AA Leave Authorized Absence	2,999.75
Hours SL Total	18,071.50

# Get To Know Your Nurse Managers

5

## Questions with Stephanie Davis, Telemetry Nurse Manager



### 1. Who are you and what do you do?

I am a mother, wife, and a nurse. I have three children Wylie who is 11 and Lily and Mia who are 3 ½. My kids are my greatest achievement and I enjoy my free time with them. I have been a nurse for 16 years. I have worked at the VA for about 18 years off and on.

### 2. What sparked your interest in nursing?

I started at the VA as a student nurse on the surgical ward. I worked as a nurse in Alaska and in Moab. I went into nursing because my parents told me to quit goofing off and pick an occupation. I looked in the paper and saw ads for nursing jobs and decided to pursue it. I started college at the University of Utah and finished my nursing degree at Westminster College.

### 3. What were your childhood interests?

I have always been very active, until I had kids. I enjoy mountain biking, hiking, skiing, and river rafting. I have not done much of these sports since having my twins, but I look forward to getting back into them. I do not know if I have had one unique experience in my life, I believe life to be one big adventure.

### 4. What is one of the most unique experiences of your life?

I have had many experiences both positive and negative that have made me who I am. I have been married for 16 years and known my husband for 20 years.

### 5. Who is an influential person in your life and how have they contributed to your success?

My mom is the most influential person in my life, she has always been supportive and helped shape who I am.

## Think You Know About Nurses? Did You Know...

- **Nurses could take over a country...hypothetically.** Nurses who actively work in nursing in the United States make up 0.76 percent of the U.S. population. That's about the entire population of the country of Latvia.
- **Nurses go northeast.** The highest concentration of RNs in the United States is in New England, with approximately 1,107 RNs per 100,000 people. Meanwhile, the Pacific region has the lowest ration, with only 645 RNs per 100,000 people. Obviously, it's not the weather calling to the nurses.
- **Nurses come from all over.** About 3.5 percent of RNs who are licensed to work in the United States were educated outside of the U.S. The country that provides the U.S. with the most nurses? The Philippines.
- **Many nurses leave.** Almost 17 percent of RNs in the United States are not working in nursing. One possibility is that they left nursing to work in less stressful occupations (Bomb squad? Air traffic controller?) where burnout is less common.

# SHARED GOVERNANCE: A PATHWAY TO LEADERSHIP

Kelly Anne Pennington Caraviello, BSN, RN, CCRN

Improved patient outcomes, increased nursing satisfaction, and interdisciplinary collaboration are some of the benefits of a shared governance model (Bretschneider, Eckhardt, Glenn-West, Green-Smolenski, & Richardson, 2010). Chair positions within a shared governance structure are a conduit for developing new leaders. At the Medical University of South Carolina, 100% of staff nurses who served as Chair of the Nurse Alliance (our shared governance structure) have been promoted to leadership positions after completion of their term. Fifty percent have moved into nurse manager positions. Serving as a leader in a shared governance structure can be a pathway to leadership. I was fortunate to be elected by my peers to serve as the shared governance Chair. There are a number of qualities I learned as Chair that enabled me to be a more effective leader.

## **Communication**

As Chair of a shared governance structure, you are the voice of the nurses. Working with others is so important to reach desired outcomes. Working as a team, solutions are created that are practical, possible, and, most importantly, can be sustained. One key initiative I embraced that resulted in improved communication was rounding with staff nurses. Rounding allowed me time to really listen to the staff nurses' needs and follow-up with solutions or

answers on issues that were shared. At times, it was work flow issues such as returning medications to pharmacy or a medication cart that was not easily locking causing delays in medication administration.



It may be an organizational concern, such as parking or a question about a policy. The communication was reciprocal. If I needed input, rounding allowed me time to ask nurses their opinions and gather their feedback before making organization-wide changes. I learned about the perception and reality of communication. I may have perceived I shared the information appropriately, but reality is what others take away. I learned that it is important to stay "tuned-in" to those with whom I am talking whether during one-on-one conversations or while presenting at a meeting to be sure the message that I want to be sending is what the listener is receiving. If the two do not match, it is important to clarify any misunderstandings before moving forward.

## **Recognition**

Recognizing staff is a great way to encourage nurses for great

work and going the extra mile while on the job! This can be done by sending a personal handwritten "thank you" note, sending their supervisor an e-mail letting them know that their staff went above and beyond, or mentioning it as a "win or proudest moment" at a meeting. These little ways of recognizing each other help to engender staff pride. Nurses Week and Gastrointestinal Nurses Day celebrations are more public methods to recognize and thank nurses for the great job they do every day.

## **Facilitator, Negotiator, and Collaborator**

I had the opportunity as the Chair to participate in a variety of meetings and saw a different perspective than I had known as a staff nurse. Being involved in meetings with senior leadership, I saw a different side of the organization—the "50,000 foot" view. It was a much more global view of the organization than I had known before. I learned to consider not only how changes would affect my area but how it would affect the entire organization. I not only observed senior leaders communicating with each other and noted how they supported one another, but also shared their different opinions in a professional manner. I witnessed how issues were discussed and decisions were reached, and most importantly, how the leaders worked together to find solutions. I also knew what to expect when I gave

presentations for approval to the senior leaders. I could anticipate what key questions might be asked and prepare to answer them. As a member of various committees, I saw the value of aligning with the organization and its goals. I was able to identify what the Nurse Alliance could impact. It provided nursing an opportunity to discuss how they can support the organization to meet the global goals. I learned the importance of ensuring the most current evidence-based practice for our patients. I saw the importance of reviewing policies and procedures to be sure that these set you up for success even when viewed by regulatory agencies. I learned to gather input from outside organizations through list serves and to collaborate with departments within the organization such as pharmacy as we made practice changes. I learned if we can collaborate and share our best practices, we learn from each

other and can offer the best care to our patients.

### **Recipient of Mentorship**

As Chair, the benefit I enjoyed most was the mentorship that I received. I met with the chief nursing officer monthly, giving me a direct line of communication with her. I was able to share ideas and she would give me “pointers” to ensure success. Sometimes it was just simple things, like the idea of adding a title to our Nurse Alliance Quarterly Assembly to make it more attractive, or something more involved such as coaching me with a presentation I had to give to senior leaders. I could always count on her to give me a smile of encouragement during the presentation to the group. She also mentored me personally on my career and educational path and helped me make decisions to set me up for success beyond my Nurse Alliance term. As the nurses and I came up with new

processes, policies, and structures, I was able to utilize the skills and attributes that I had witnessed among leaders.



I took what I learned from the leaders and was able to motivate, mentor, and be a resource to other nurses as they advanced their careers and developed themselves as a leader both on their units and as a part of the Nurse Alliance. I had no idea how beneficial my term as the nurse alliance chair would be! The skills and experience I gained are priceless and are assisting me in my new role as a nurse manager. Being Chair of our shared governance structure was my pathway to leadership.

## **Nurses Week**

**May 6-12**

## **We Want to Hear From Our Nurses!**

Nurse’s week is fast approaching and we want to know how you want to celebrate. We are looking for creative ideas to show our Nurses how much we appreciate their hard work and dedication to not only our Veterans, but to caring for people as a whole. Please submit

ideas to [Ismael.Quiroz@va.gov](mailto:Ismael.Quiroz@va.gov)

## **Nurses Honor Veterans**

Respect and honor are synonymous with military service. Our nursing staff has endeavored in a ceremonial deed to honor Veterans who pass away at our facility.

Deceased Veterans will be honored during transport from the units to the morgue with the draping of the American flag over their gurney. The Veteran will be accompanied by a nurse, chaplain, and family members.

This tribute was recently put into practice. It was a solemn moment when the flag draped body was wheeled to the morgue. The busy halls of the hospital grew quiet and the onlookers respectfully watched the fallen Veteran go by. A big “thank you” to Candace Rogers for leading this effort.





# VA STAFF NURSES

**-Have Your Voice Heard-**

## **Proposed Professional Model & Philosophy for VASLCHCS Nursing Practice**

- A professional practice model (PPM) is a system or framework that supports professional Nurses in their everyday practice.
- The model and philosophy describes our professional values and nursing approach to patient care.
- The model supports the VASLCHCS belief in the importance of superior, evidence-based, Veteran patient-centric care based on partnerships between nursing and other clinicians, patients, families, and the community. A professional practice model defines the components of nursing practice in a way that brings significance to our daily work and unifies nursing practice throughout the system.

If you would like to be a contributing member to the professional practice council or the evidence based practice council please let your direct line supervisor know.



**VA**  
**HEALTH**  
**CARE**

Defining  
**EXCELLENCE**  
in the 21st Century