



# Tanner Health System ANNUAL NURSING REPORT 2023

THE LATEST INFORMATION AND UPDATES ON NURSING



# 2023 ANNUAL REPORT

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# A WORD FROM OUR CHIEF NURSING OFFICER



As your new Chief Nursing Officer, it is my privilege to share with you Tanner Health System's 2023 Systemwide Nursing Annual Report, which highlights our many accomplishments throughout the year. Every day, our nurses make personal connections and lasting impressions on the lives of our patients and community.

As this report highlights, we continue building a culture of nursing excellence in quality, people, service, innovation, growth, and finance. One of our top priorities is patient, employees, and workplace safety. We are creating a culture of personal and professional growth that provides the anchor for exceptional patient-centered care and high reliability and safety.

Each day, our nurses demonstrate our Mission, Vision, and Value by putting patients first, thinking innovatively, practicing with excellence, and using evidence-based practice. Our strong culture centers on our shared governance model, bring the voices of our front-line staff to the forefront and including them in the decision-making process that impact nursing practice. Our nurses are empowered to share in the implementation of evidence-based strategies and collaboration to influence practice, creating a safe, healthy, and healing environment.

To our nurses- Thank you for all your hard work and dedication to our nursing vision and sharing your unique talents, skills, and expertise. It is because of your commitment that guides us as we continually adapt to the ever changing and increasingly complex health care landscape.

I sincerely thank you for the work that you do every day and look forward to our continued success and bringing joy to the practice of nursing.

Michelle Hoehn, DNP, RN, BC-NE  
Senior Vice President/Chief Nursing Officer

# Our Vision

Through the caring and dedication of our team of employees and physicians, Tanner Health System will be recognized as The Provider of Choice in quality, accessible healthcare for our patients and community.



# Our Mission

Nursing embraces the Tanner Health System mission:

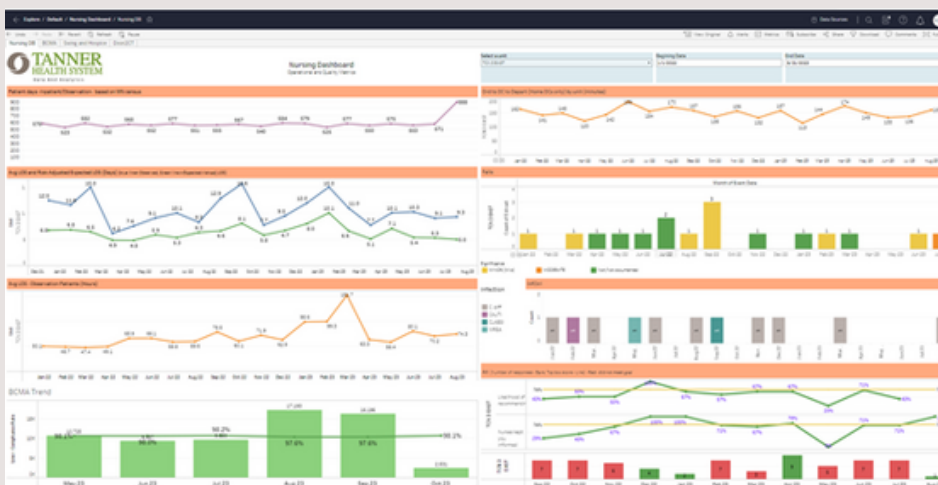
To provide a continuum of quality health services within our resource capabilities; to serve as a leader in a collaborative effort with the community to provide health education, support services and care for all our citizens.

Our nursing mission is to be a top-tier health system that creates a workplace of choice environment for nurses where education, creativity, innovation, and highly reliable care with zero harm are valued.

# QUALITY & SAFETY

## Quality Metrics

We began preparing for our journey to high reliability in 2022 and have continued to move the needle in our overall performance in Quality and Safety. With help from our Performance Excellence department Tanner has developed the Strategy Deployment Playbook to give us Step-by-Step guidance on rolling out our strategies. Our quality team has completed leadership training on classification of serious safety events to ensure we are all classifying our events consistently and provided nursing with tools to communicate our findings, such as the A3. Each unit has added a Vis Wall to clearly display our goals that include our Quality goals and what we are doing to achieve each of those goals.



## National Database of Nursing Quality Indicators (NDNQI)

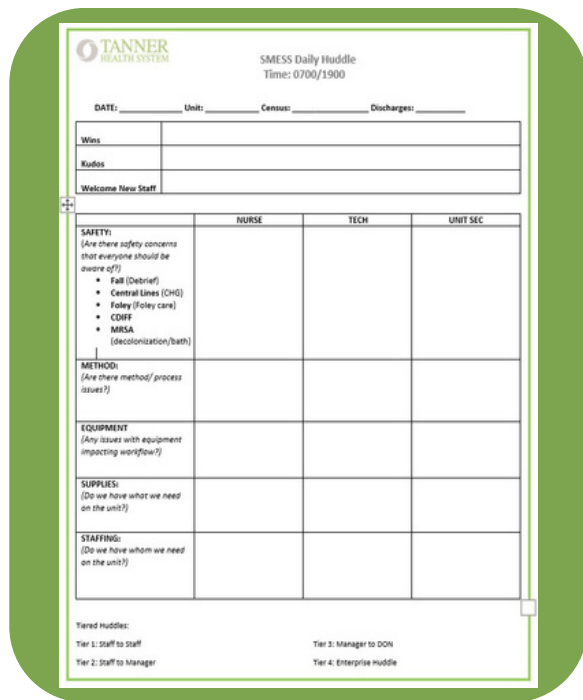
Another tool we have to view quality is our renewed access to NDNQI, which stands for Nursing Database of Nursing Quality Indicators. NDNQI is the only national nursing database that provides quarterly and annual reporting of structure, process, and outcome indicators to evaluate nursing care at the unit level.

## PressGaney | NDNQI

- Structure - supply of nursing staff, skill level of staff, and education of staff.
- Process - assessment, intervention, and job satisfaction.
- Outcomes - patient outcomes that improve if there is greater quantity and quality of nursing care.

# QUALITY & SAFETY

## Tiered Huddles



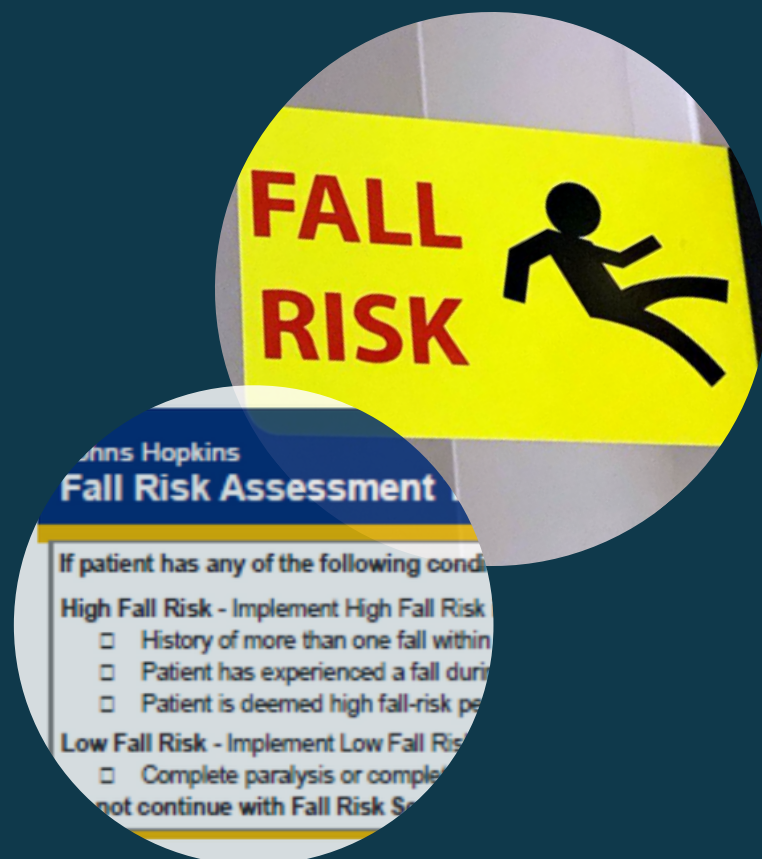
The image shows a 'SMESS Daily Huddle' form from Tanner Health System. The form is titled 'SMESS Daily Huddle' and 'Time: 0700/1900'. It includes fields for 'DATE', 'Unit', 'Census', and 'Discharges'. Below these are sections for 'Wins', 'Kudos', and 'Welcome New Staff'. The main body of the form is a table with columns for 'NURSE', 'TECH', and 'UNIT SEC'. The rows are categorized by 'SAFETY' (Are there safety concerns that everyone should be aware of?), 'METHOD' (Are there method/process issues?), 'EQUIPMENT' (Any issues with equipment impacting workflow?), 'SUPPLIES' (Do we have what we need on the unit?), and 'STAFFING' (Do we have whom we need on the unit?). The 'SAFETY' section lists several items: Fall (Debrief), Central Lines (CHG), Foley (Foley care), CDIFF, and MESA (decolonization/bath). At the bottom, there is a section for 'Tiered Huddles' with four tiers: Tier 1: Staff to staff, Tier 2: Staff to Manager, Tier 3: Manager to DON, and Tier 4: Enterprise huddle.

Tiered Huddles help get information from the bedside to senior leaders. Huddles help to escalate any issues that may arise appropriately.

SMESS Huddles is a process by which a department comes together daily and assess their ability to care for the patients, any potential issues that day combined with an assessment of any concerns. These huddles help to identify and proactively address issues that may impede our success. Daily huddles should be short. 5-10 minutes. Each huddle form is modifiable as needed per unit.

## John Hopkins Fall Risk Assessment Tool (JHFRAT)

JHFRAT was developed as part of an evidence-based fall safety initiative. This risk stratification tool is valid and reliable and highly effective when combined with a comprehensive protocol, and fall-prevention products and technologies. JHFRAT more accurately reflects acute changeable conditions related to fall risk measurements after admission. Tanner Health System adopted this model for fall scoring in December 2022. Since adopting this assessment tool, Tanner has seen a decline in overall falls.



# SPOTLIGHT ON NURSING

Pictured below is Mary Daniels, a 1 West RN, with their Shared Governance board that was created by their chair, Cathie McCutchen.



*Below Jessica worthy completes her hand hygiene with a smiling face.*



## LABOR AND DELIVERY: HYPERTENSION AND HEMORRHAGE DRILLS

Hypertension and hemorrhage are two of the leading contributors in maternal deaths. Labor and Delivery nurses from both Villa Rica and Carrollton Campuses participated in a day of mock drills and education focusing on patients experiencing these medical emergencies.

Morgan Blackerby completes a daily crash cart check.



# FINANCE

## VACANCY RATES

	Oct-23		
		Vacancy Rate FTE	Operational FTE
Total number of vacant positions		29.25	29.25
Total number of filled positions		1105.75	1090.50
Total number of authorized positions		1135.00	1119.75
Vacancy Rate		2.6%	2.6%

Vacancy rates measure the percentage of vacant positions in an organization over a specific period. It indicates the percentage of unfilled vacancies compared to the total number of vacancies in the company. As of October 2023, Tanner has a vacancy rate of 2.6%, the National average vacancy rate is 15.7% and in the Southeast it is closer to 18.4%.

## REDUCING COST ON AGENCY

Over the past several years we have brought in travel nursing to help us care for our patients. While we have appreciated the help from our agency nurses, we want to ensure we are investing in our staff to help develop them and build our culture of Nursing Excellence at Tanner. Tanner employed agency nurses over the past several years to stay committed to the nurse patient ratio that is superior to the national average. For Fiscal Year 23 (July 2022 – July 2023), inpatient nursing spent over \$6,000,000 in agency nurses, a drastic drop from prior year saving over \$25 million from previous year. FY 24 continues to show drastic improvement in cost for agency nursing with less than \$1 million paid thru September 2023. One of the main reasons the expenses for agency nurses has dropped is the incredible job of recruiting and retaining nurses that everyone to the staff, HR recruiting, and leadership has accomplished.

## BUILDING OUR TEAM: NEW HIRES

	Internal Hires/Transfers	External Hires
RN, LPN, Misc. Job codes	105	115
Nurse Extern, Grad RN/LPNs	33	54
Total	138	169



TANNER HEALTH SYSTEM CONTINUES TO USE A WIDE VARIETY OF TOOLS TO ACHIEVE FULL STAFFING CAPACITY TO ENSURE THAT ITS MISSION IS BEING MET TO SERVE OUR COMMUNITY. FROM JANUARY 2023 – OCTOBER 2023 THERE WERE A TOTAL OF 307 NEW HIRES FOR NURSING WITHIN THE ORGANIZATION. TANNER HEALTH SYSTEM IS COMMITTED TO PROVIDING GREAT CARE, AND TO DO THAT – WE NEED A GREAT TEAM. WE WANT TO OFFER OUR COMMUNITY A GREAT TEAM, AND WE BELIEVE EVERY PERSON ON OUR TEAM MUST BE TREATED WITH COMPASSION, DIGNITY AND RESPECT.

EVERYONE SHOULD FEEL ACCEPTED. EVERYONE SHOULD FEEL INCLUDED. EVERYONE SHOULD FEEL RESPECTED.

IT IS VITAL TO OUR MISSION THAT WE MUST ALL:

- FEEL EMPOWERED TO CONTRIBUTE OUR IDEAS.
- BE OPEN TO UNFAMILIAR CULTURES AND EXPERIENCES.
- ACKNOWLEDGE AND CONFRONT OUR BIASES.
- HOLD FIRM TO OUR COMMITMENT TO EQUITY.
- FEEL SECURE BEING OUR AUTHENTIC SELVES.
- KEEP OUR MISSION CENTRAL TO EVERYTHING WE DO.

OUR COMMUNITY INCLUDES PERSONS OF DIFFERENT ETHNICITIES, RACES, GENDERS, IDENTITIES, SEXUAL ORIENTATIONS, AGES AND ABILITIES. WE ARE BUILDING AND RETAINING A TEAM THAT ENSURES OUR PATIENTS FEEL REPRESENTED AMONG THEIR CAREGIVERS. EVERYONE ON OUR TEAM DESERVES TO WORK IN AN ENVIRONMENT IN WHICH THEY CAN BE THEMSELVES — INCLUDING THE FULL RICHNESS OF THEIR BACKGROUNDS AND LIFE EXPERIENCES.

# GROWTH

## *New Leaders in Nursing*

Michelle Hoehn, DNP, RN, NE-BC was promoted to the role of Senior Vice President, Chief Nursing Officer. Michelle holds her Doctor of Nursing Practice and her Nurse Executive Credential and brings 20 plus years of experience to this vital nursing role. Prior to Tanner, Michelle served at Augusta Medical Center, a 400-bed level 1 trauma center with a 150-bed children's hospital and has utilized the Magnet Nursing Designation Framework for promoting nursing clinical excellence through shared governance.



Heather Stitcher, RN has advanced to the role of Administrator, Tanner East Alabama. Heather served as a nurse leader at the original Wedowee Hospital and was instrumental in bringing the new Tanner Medical Center East Alabama online. She has received her master's in nursing (MSN) from the University of Alabama in 2020. Most recently, she served as the Director of Nursing for Tanner Carrollton.

Kay Ervin has been with Tanner since January of 2022, where she began as a night shift nursing supervisor, accepted the manager role for the Observation and Telemetry Units, and has advanced to becoming the Director of Nursing at Tanner Villa Rica.



Terry is a passionate and accomplished professional respected for 10+ years of director- and VP-level healthcare leadership achievements. Terry leverages a background in ICU nursing to ensure top-tier patient care and support, ensuring the alignment of projects, policies, and standards in accordance with The Joint Commission. He has a Doctor of Nursing Practice from Chamberlain University and has received his Nurse Executive Certification. Terry is the Executive Director of Nursing for Carrollton.



Misty Watts, MSN, RN has accepted the new role of Director of Nursing Clinical Informatics and Development for the Health System. Misty has served as the DON for the Villa Rica for six years and has positively impacted nursing practice, operations, and patient outcomes. Misty has her bachelor's in Industrial Engineering from Georgia Tech and her master's from Georgia State University. Please welcome Misty to this transformative role.

Ariel Gibbs has been promoted to the Manager of Professional Practice. Ariel has a BSN from The University of West Georgia. Ariel started as staff and charge nurse on CPCU, has served as a house supervisor as well as the previous manager of 3 West. Ariel is currently working on her masters in Nursing Administration.



Kannon Madden is the manager of 4 South. He obtained his BSN in 2018 and has since worked on 1 West in various roles. Kannon accepted the position as Manager in February of 2023. Kannon is currently pursuing his MBA and has a graduation date of December 2024.

Lisa Schad joined the Women and Children's Services Leadership Team in March of 2023 as the Villa Rica Nursery Nurse Manager. Lisa has been a Tanner team member for almost 17 years. She has 27 years of nursing experience including managerial duties in a Pediatric Emergency Department. Prior to her current role, Lisa served as a Tanner NICU nurse with additional responsibilities such as retinopathy eye exams, metabolic screenings, and neonatal transports. Lisa's specific skillsets are very valued and appreciated as she leads our Villa Rica Nursery team into the future.





Angie Loveless, RN, has accepted the role as emergency department manager at Tanner Medical Center/East Alabama. Angie has been a nurse for 28 years. She completed her master's in nursing (MSN, FNP-C) from the University of Alabama-Huntsville in 2020. She served as a nurse leader at the original Wedowee Hospital and played a significant role in bringing Tanner Medical Center/East Alabama online.

Aimee King has been promoted as the new manager of the Emergency Department. Aimee graduated nursing school in 2013. She came to the ED and has spent the last ten years helping patients and other staff as part of our night shift team. She served as a staff nurse and clinical coordinator during that time.

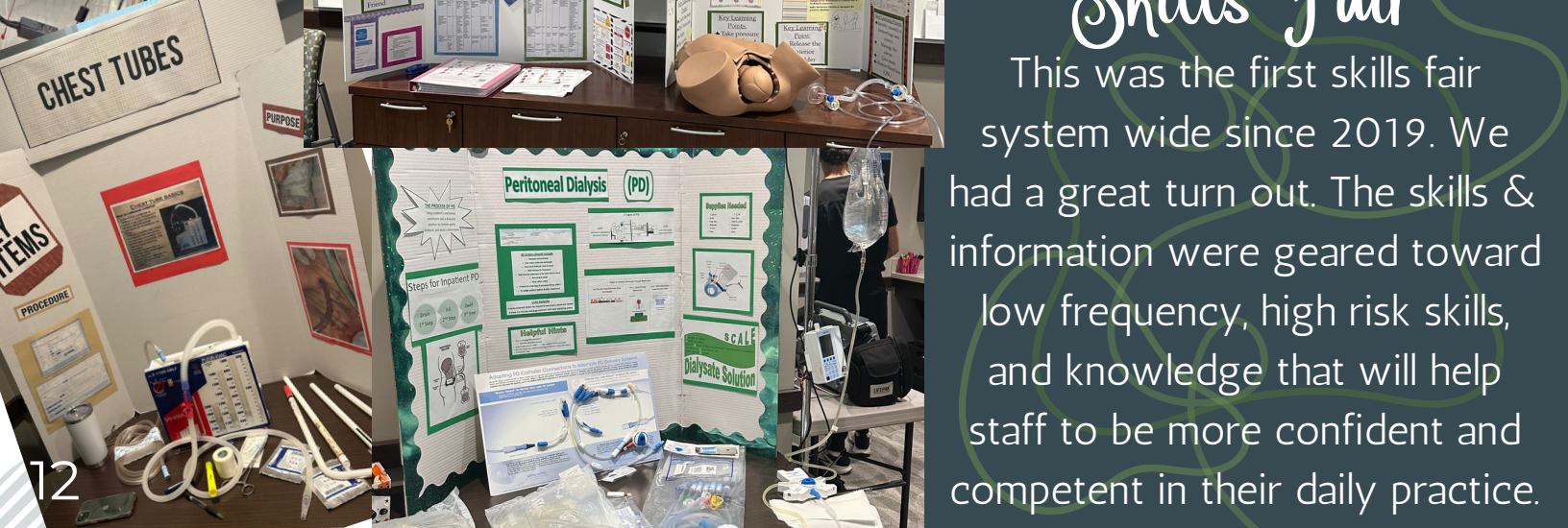
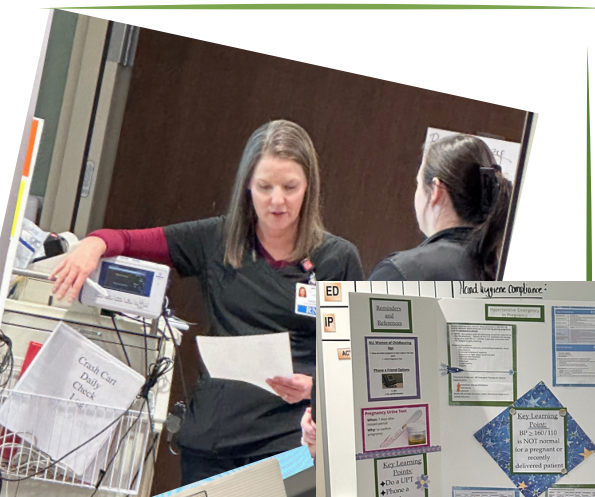


Matt Kirby, RN has accepted the role as the Inpatient Nurse Manager at Tanner East Alabama. Matt has been a nurse for 17 years and has served as the ED manager for the past 2 years. He completed his MBA from Western Governors University in 2022. Please welcome Matt to this new nursing leadership role.

# SPOTLIGHT ON NURSING

October marked the fifth anniversary of the Sally and John Francis Tanner Neonatal ICU.

The NICU celebrated the resilience, strength, and perseverance of all the amazing little ones and parents who have been cared for by Tanner Health System with a parade on October 12th.



## Skills Fair

This was the first skills fair system wide since 2019. We had a great turn out. The skills & information were geared toward low frequency, high risk skills, and knowledge that will help staff to be more confident and competent in their daily practice.

# GROWTH



Carrollton: Mary Ellen Patterson, Calisa Perry, Morgan Blackerby, and Erin Backstrom



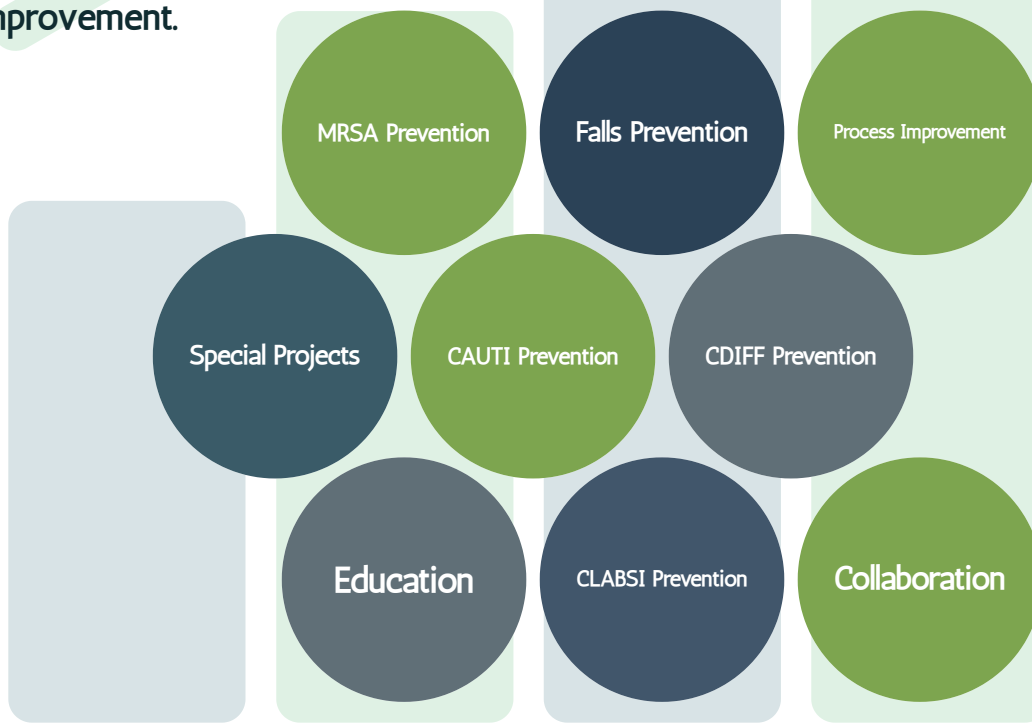
Women's Services: Malia Poole



Villa Rica: Paula Lyles and Autumn Cherry

## Clinical Outcomes Managers

The Clinical Outcome Managers (COMs) are new to Tanner Health System. Currently the COM's are servicing Carrollton and Villa Rica. Clinical outcomes are measurable changes in the health or quality of life that result from our care. Clinical outcomes can impact treatment effectiveness, such as safety and efficiency. The COMs evaluate patient care data to ensure that care is provided in accordance with clinical guidelines and organizational standards. The COM team aids in overall quality process improvement.

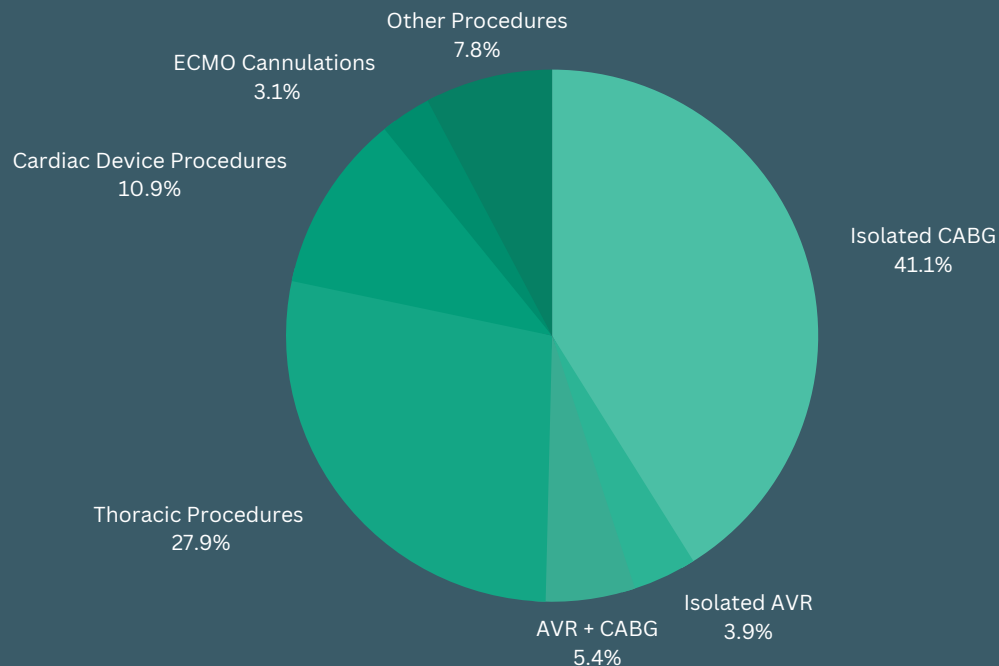
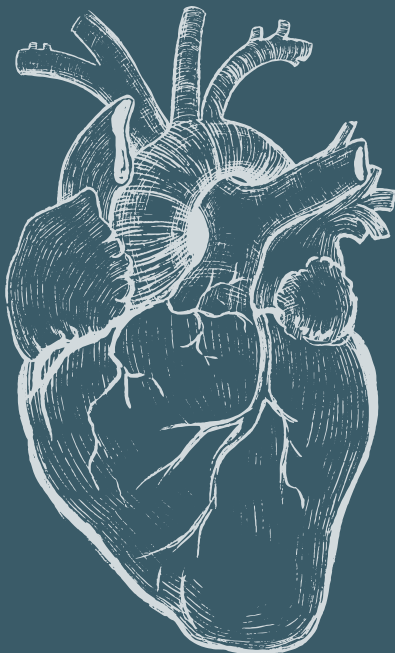


# GROWTH



## Expanding Health Care Services through Cardiothoracic Surgery

Cardiothoracic Surgery has given our community the opportunity to stay home instead of having to travel out of the area to receive care. More than 200,000 CABG cases are preformed nationally each year. A dry-run was conducted after weeks of training sessions and seminars with the clinical teams that was part of the open-heart program. Staff from all parts of the organization streamlined the process to make sure the hospital was ready for the first case.



# SPOTLIGHT ON NURSING



## CARDIOTHORACIC SURGERY TEAM



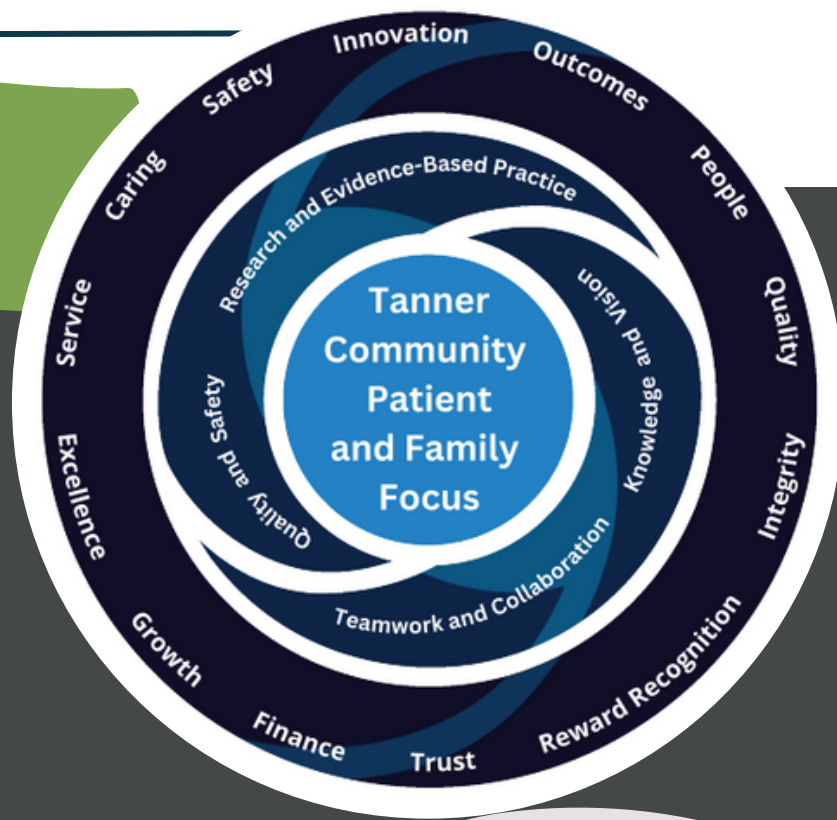
# GROWTH

## Nursing Professional Practice

Tanner Nursing has adopted a new Professional Practice model that demonstrates how nurses practice, collaborate, communicate, and develop professionally to provide the highest quality of care.

Professional Practice helps nurses achieve nursing excellence while being autonomous and accountable for their own practice. We will continue to develop Tanner's Professional Nursing Practice through:

- Shared Governance
- Development of Core Competencies
- Clinical Ladder Initiatives
- Certifications for Specialties



## Wound Treatment Associate Program

The WTA program was developed by the WOCN Society and is a continuing education program to further empower wound, ostomy, and continence specialty nurses and improve patient outcomes by enhancing their wound team. The WTA Program prepares non-specialty nurses to provide basic, bedside wound care. Tanner Health System already had a cohort of 26 nurses who graduated in 2022. There is another cohort with a graduation date planned for the end of January 2024.

# INNOVATION

## Onboarding

Onboarding, orientation, and nurse residency programs are essential components in today's multifaceted healthcare environment. The New Nurse Binder was created and implemented to improve the onboarding and orientation experience for newly hired nurses. On day one of orientation, the binder is given to them to serve as a resource or reference for their daily nursing practice. The content includes a broad range of information that aligns with Tanner policies and procedures and is updated continuously to reflect any changing information or initiatives. Since the implementation of the binder, there has been positive feedback from new employees that the binder will be a valuable tool in their daily practice on their unit.

## Nurse Residency

Tanner Health System's Nurse Residency Program is a 12-month program designed to help newly graduated nurses transition to professional practice. The ultimate goal is to support novice nurses as they grow in their ability to provide safe, competent, and effective patient care. Participants meet monthly for 4-hour educational sessions. Classes include a variety of topics, presentations from various Tanner team members, hands-on training, and discussion of Tanner policies to help the nurse residents implement best practices for nursing. Cohorts begin twice yearly in March and September.



## Vis Boards

Vis Boards make information visible and allow each level of the organization to have a system of learning, communication, escalation, and improvement. Vis boards help to trend errors, celebrate wins, "show off" the amazing work being done, and help keep everyone on track. They strengthen employee's sense of belonging and responsibility which leads to improved motivation, job satisfaction, and talent retention.



## Lippincott

The newest nursing resource at Tanner Health System is Lippincott Advisor and Procedures. Lippincott helps Tanner Health System's nurses to be able to achieve clinical excellence, with access to the latest evidence-based clinical information. It gives nursing staff the guidance they need to mitigate risk, reduce variability of care and maintain consistent compliance. Lippincott Procedures also provides real-time access to step-by-step guides for over 2,000 evidence-based procedures and skills in a variety of specialty settings.

# SPOTLIGHT ON NURSING

4 South nurse Rebekah was given the task of orienting new grad, Claire, to the unit. At the end of the orientation period, Rebekah gifted Claire with a "Nurse's First" scrapbook. The scrapbook contained pictures of all of Claire's "firsts" as a new nurse such as first med pull, first time calling a physician, and first IV insertion!



## TANNER NURSES IN ACTION

### EXTERNAL DISASTER DRILLS

Higgins, Villa Rica and Tanner East Alabama Emergency Departments all participated in External Disaster drills this fall. These drills simulated how the Emergency Departments were to handle events such as an active shooter or a natural disaster.



## Back to School

Congratulations to this group of LPN nurses who went back to school and completed their RN program at Gadsden State.

Stacey Smith-ED TMCC  
Kayla Sales-ED VR  
Kayla Moore-4 East TMCC  
Alyssa Wright-FP TMCC  
Sydney Thomas-FP TMCC  
Allison Carroll-ED TMCC  
Stephanie Mason-FP TMCC



# SERVICE

## Going Above and Beyond

Service excellence is a pillar of Tanner's foundational framework. Tanner's nursing professionals have consistently been going above and beyond in providing high quality service for our patients and our community.

Service Awards are given out quarterly to departments based on patient experience scores. Departments who achieve 90% "Likelihood to Recommend" Top Box scores are recognized for their commitment to providing remarkable patient care to every patient, every time.

**"Excellence is the unlimited ability to improve the quantity of what you have to offer"**



### 2023 Service Award Winners

Carrollton Ambulatory Surgery  
VR Ambulatory Surgery  
VR Infusion Center  
Higgins Inpatient  
Higgins Ambulatory Surgery  
Higgins Infusion Center  
TEA Inpatient  
VR Cath Lab  
WB Inpatient  
WB Assessment Services



# PEOPLE



## Tanner Welcomes the DAISY Award

Carisa Bonner, LPN, at Tanner Medical Center-Villa Rica was the health systems first ever DAISY Award Honoree.

Bonner was surprised with her award with a special presentation from Tina Barnes Carraher, a co-founding family member of The DAISY Foundation.

Barnes' mother was a long time volunteer at Tanner Medical Center/Villa Rica.



The DAISY Award gives patients, families and Tanner team members a way to recognize nurses who go beyond what's expected in patient care — those who not only possess exceptional clinical skills, but who lead with compassion and are committed to nursing excellence.

This year, Tanner Health System partnered with the DAISY Foundation in recognizing nurses who provide remarkable care. DAISY Awards are given out on a quarterly basis at all 5 of the Tanner facilities.

# PEOPLE



HONORING NURSES INTERNATIONALLY  
IN MEMORY OF J. PATRICK BARNES

## 2023 DAISY Award Honorees

(April-August)

Gayle Dunn, RN-TMCC  
Jessica Mosley, RN-VR  
Kaycee Watkins, LPN-TMCC  
Angela Kelley, RN-VR  
Andrew Sewart, RN-TMCC  
Shasta Handling, RN-TEA  
April Hood, RN-HG  
Jennifer Butts, LPN-WB  
Keyunda Bailey, RN-WB  
Deborah Robinson, RN-TEA  
Jason Sides, RN-HG  
Audrey Kerekffy, RN-TMCC  
Courtney Wiggins-Carrillo,  
RN-TMCC  
Ashley Woolverton, RN-  
TMCC  
Carisa Bonner, LPN-VR



## 2023 DAISY Award Nominees

Denise Faulkner  
Annie Gordon  
Payton Cox  
Brandi Cobb  
Janet Bearden  
Kristin Jones  
Renee Pollard  
Paula Norton  
Misty Trice  
Melinda Feliciano  
Sarah Cochran  
Cindy Edwards  
Brandi Langley  
Phyllis Hill  
Brandon Elliot  
Tricia Gray

Danny Langley  
Amanda Lloyd  
Autumn Cherry  
Savannah Sauls  
Dale Richardson  
Emily Daniel  
Emily Taft  
Amy Black  
Phillip Rangel  
Mike Barnes  
Tricia McCoy  
Olivia Gilstrap  
Kenda Barrett  
Michelle Driver  
Brandon Witcher  
Anson Chin

Kelly Bradford  
Haley Hill  
Kelli Case  
Mackenzie McAdams  
Amanda Bearden  
Jennifer Grantham  
Kristina Davis  
Tammy Trotti  
Susan Shadinger  
Stacey Smith  
Kendall Robinson  
Valerie Walker  
Judy Horton  
Olivia Shadrix  
Shaneka Stevenson  
Jasmine Tucker

Sydney Wagoner  
Tyler Wright  
Kannon Madden  
Linda Harris  
Wesley Lee  
Kelsey Krzysiak  
Abigail Adams  
Kathy Hardagree  
Rhonda Robinson  
Blake Russell  
Kayla Sales  
Tracy Huddleston  
Brooke Cornell  
Neva Hyatt  
Shelby Turner

# PEOPLE

## SHARED GOVERNANCE

Shared Governance creates opportunities for direct care nurses to network, collaborate, share ideas, and be involved in decision-making. Leadership supports a shared governance environment by ensuring that leaders are accessible and that they facilitate collaborative decision-making. This standard also emphasizes leadership development, orientation, retention, accountability, and succession planning.

### Tanner's Shared Governance Model



## YOUR VOICE MATTERS....

In July, we began our Shared Governance journey hosting our very first Steering Committee meeting. Nurses from across the organization were invited to provide guidance and feedback on the bylaws to guide councils associated with Shared Governance.

# A *thank you* TO NURSING

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You are the caregivers, communicators, patient advocates, and decision-makers. You are the hand-holders, the voice-of-reason, the 3 a.m. vitals-checkers. You become the around-the-clock friend by the bedside, the calming voice, the familiar face full of compassion.

To many, you are guardian angels.

You play a very important role in the health care system. Oftentimes, you might be the first interaction a patient has when they enter a hospital. Nurses possess the strength and accuracy to navigate rough waters during medical emergencies. But even those who provide the most compassionate care can have bad days too. Some days may seem physically exhausting and emotionally draining, but let these difficulties be outweighed by the satisfaction of knowing that you play a pivotal role in the healing process.

This is a cognitively demanding profession where the task of caretaking is a rewarding challenge. You go through some of the most intimate moments with people from all walks of life, and it is from these experiences that one develops an altruism towards humankind.

Nursing is a passion for those filled with compassion.

Two little words you may not hear every day are the appreciative and resounding words...

*thank you*



*Tanner Health  
System*