

# NURSING

VANDERBILT UNIVERSITY  
MEDICAL CENTER

Transforming patient care through professional practice

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A newsletter  
from the office  
of the Executive  
Chief Nursing  
Officer

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## IN THIS ISSUE

Spotlight on DAISY Award recipients

Nominations sought for Nurses Week awards and recognitions

## POSITIONING VUMC FOR THE FUTURE

Consumers want consistent, accessible, world-class and patient-focused service. To better respond to rising consumerism in health care, the Adult Enterprise was recently restructured into three parts: 1) the Adult Hospital, led by Mitch Edgeworth, 2) Adult Clinics in Davidson County, led by Tom Nantais, and 3) Adult Clinics outside Davidson County, led by Luke Gregory.

“Our patients want personalized care that respects their individual needs,” said C. Wright Pinson, MBA, MD, Deputy CEO and Chief Health System Officer. “With 1.9 million ambulatory visits and over 45,000 inpatient admissions, we needed a better way to meet or exceed the expectations of those we serve. This new structure will allow us to better manage our services, improve performance and better utilize our resources.”

The realignment will also better position VUMC for the future by accelerating the Adult Enterprise’s rate of improvement, provide more focus on operational performance issues, increase responsiveness in the market, provide consistent patient experience across the outpatient network and maximize performance of inpatient and outpatient expansions.

continued on page 2

Happy New Year! I hope your 2019 is off to a very good start.

In this issue, you will read about our efforts to position VUMC for the future by reorganizing our Adult Enterprise. This realignment will help us deliver on three focus areas — Service and Access, Increasing Clinical Volumes and Expense Management. I encourage you to read more details and look for opportunities to meet these goals in your work area.

Inside, it is my great pleasure to introduce you to our inaugural group of DAISY Award

recipients. Each of these nurses exemplifies what it means to provide compassionate care for our patients and families.

Lastly, it is time to begin nominating your colleagues for our annual Nurses Week Awards and Recognition event held in May. Details are inside.

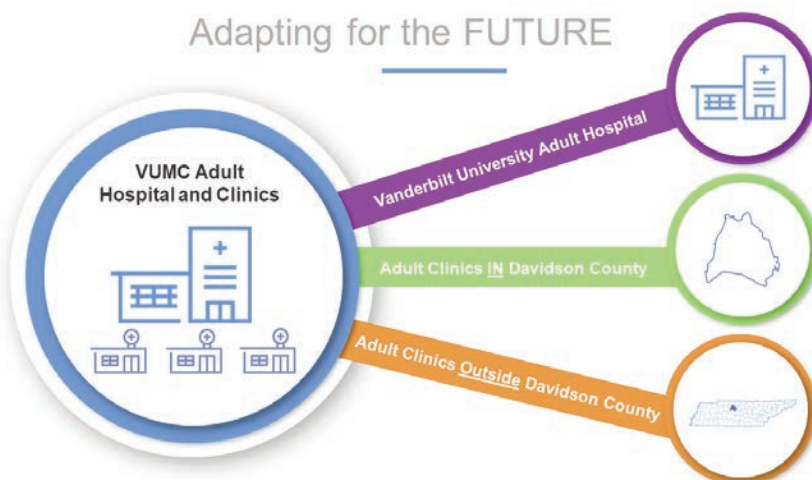
Enjoy this issue,

The new structure will also fuel progress and allow us to deliver on our three focus areas for this fiscal year:

- Service and Access — Ensuring exceptional service and quick, easy ways to access health services is what customers demand. There is strong positive momentum on both fronts. All employees are participating in “Defining Personalized Care – Elevating our Culture of Service,” a two-year service improvement initiative. More online appointment scheduling capability and streamlined templates are improving this access.

- Increasing Clinical Volumes, especially those related to surgical and other procedures, is crucial. We are putting significant efforts into the marketing of our inpatient surgical services. We are working on improved analytics to show referral patterns and opportunities for growth. Surgical Leaders are actively working on access and template utilization to reduce wait times.

- Expense Management is important and small savings on the local level can have significant impact. VUMC is a \$4 billion system;



a 1 percent savings yields \$40 million in operating margin. There are early signs that we are seeing improvements in labor management and improved control of expenses.

The new structure and the improved focus it provides is starting to work.

These activities, in addition to VUMC’s ongoing commitment to patients, their families and to employees, will also better position the organization for the future.

This structure will result in a high-level patient experience across the adult operations, generate increased revenue to support our business, increase surgical volumes and better manage our available resources.

The PCCs have provided valuable input on market competition and will continue to play important roles going forward. Look for regular progress updates in *VMG News* in the coming months.

# SPOTLIGHT ON DAISY AWARD RECIPIENTS



**Tamera Hawkins, RN, LCCE**  
**Unit: Neonatal Intensive Care Unit (NICU)**  
**Entity: Monroe Carell Jr. Children’s Hospital at Vanderbilt**



**From the nomination:** “My newborn daughter was born eight weeks premature and spent 17 days (of her 23 day hospitalization) in room 5 of the Stahlman NICU. The nurses in room 5 of the Stahlman NICU were phenomenal, but one of them stands out among the others. Tamera took the time to get to know me and my husband. She always referred to my baby by her name and even used the same nickname I do when talking to her. She took her time to show us how to feed and diaper our daughter and more importantly she made sure we knew our baby’s unique personality characteristics so we would be more prepared when we brought her home.”



**Diana Levine, LPN**  
**Unit: Cancer Clinic**  
**Entity: Vanderbilt Adult Clinics**

**From the nomination:** “Diana is the team lead in the cancer lab. She was my father’s advocate with his doctor to help receive a port after multiple IV and chemo had done damage to his veins. She took the time to explain how they worked and to educate him and me so that we would not be scared when he went to get one. She was the first one to use his port and she cried tears of happiness when it worked and he was so excited that he didn’t have to be stuck more than once. I have seen her run through that lab answering everyone’s questions, helping wherever she is needed and always sharing a smile. All I can ever say is thank you. I hope she knows how much she means to so many.”

# SPOTLIGHT ON DAISY AWARD RECIPIENTS

**Meghan Fitzpatrick, BSN, RN**

**Unit: 8 South - Inpatient Medicine**

**Entity: Vanderbilt University Adult Hospital**

**From the nomination:** “When my brother was gravely ill, Meghan was so comforting, compassionate, caring, she was almost part of the family. He was hospitalized twice, for a total of 60 days. Meghan would ask to be in his section when she was on duty. For a couple of weeks, he was in ICU, and she came to visit him before and after her shift, even though he was not on her floor. When she found out that he loved to camp, she brought him a gift of graham crackers, marshmallows and Hershey bars so they could make S'Mores together when he was better. Unfortunately he did not get better and died on Aug. 31, after he was discharged to a nursing home. Meghan came to his services, even though she was on her way out of town for a much-deserved vacation. She is an example of what nursing should be and deserves any recognition she gets.”



**Mallory Johnson, BSN, RN**

**Unit: Adult II**

**Entity: Vanderbilt Psychiatric Hospital**

**From the nomination:** “Mallory has made me feel so welcome and cared for on this day. She communicates with me (and all other patients) so well. She does her job with timeliness and care always. (I've noticed for sure.) She always seems to read my needs and let me know she's keeping my care and comfort at heart. ... I just can't express enough the wonderful and very professional person she is, with a gracious and giving soul. I would not have had nearly the wonderful experience I've had here in Vanderbilt Psych without her role. She's made my care balanced — perfectly personal and professional.”

## NOMINATIONS SOUGHT FOR NURSES WEEK AWARDS AND RECOGNITION

Vanderbilt nurses are invited to nominate an outstanding colleague for recognition during the 2019 Nurses Week Awards and Recognitions to be held in May.

Nominations may be made in nine categories, with 12 total awards. The Rosamund Gabrielson Staff Nurse of the Year will be awarded to a recipient in each entity — Vanderbilt University Adult Hospital, Monroe Carell Jr. Children's Hospital at Vanderbilt, Vanderbilt Psychiatric Hospital and The Vanderbilt Clinics. The other eight categories are: Rebecca Clark Culpepper Education and Mentorship, Jerita Payne Advanced Practice Registered Nurse of the Year, Licensed Practical Nurse of the Year,

Nursing Professional Development, Nursing Research & Evidence-Based Practice, Team, Adrienne Ames Transformational Leader, and Friend of Nursing.

A group or an individual may make nominations and individuals may nominate themselves. The nominator does not have to be a nurse; anyone can nominate.

The nominator will be asked to describe and demonstrate the excellence of the person being nominated using key criteria. The more examples provided, the stronger the nomination.

The deadline for nominations is 11:59 p.m. on Feb. 4. Award criteria and nomination forms can be found at [vanderbiltnursing.com](http://vanderbiltnursing.com).