

Annual Nursing Report 2021



A Message From the Chief Nursing Officer

At Froedtert Menomonee Falls Hospital and Froedtert West Bend Hospital, 2020 and 2021 were years of change, challenge and opportunity. During the COVID-19 pandemic, our nurses were able to persevere and provide excellence in care as well as collaborate and support one another during challenging times. Noteworthy achievements included significant advancements in our shared governance structure, clinical innovation, evidence-based practice and nursing research. Our nurses played a vital role in transforming our organization and creating a safe, caring environment for our patients. Our Magnet journey was formally initiated, which strengthened our culture of excellence and has enhanced nursing professional practice by fostering nursing autonomy and empowerment.

In 2021, the Professional Model Steering Committee redesigned the Professional Practice Model. Our new Professional Practice Model provides the structure for change, growth and empowerment for the nursing profession. The foundation of our model is based on the Froedtert & the Medical College of Wisconsin health network core values: Work Together, Act Now, Deliver Excellence, Break Through, Own It and Value People. The elements of the model

depict our nursing practice at every level of nursing and include shared governance, quality and safety, community, professional development, leadership, healing environment and evidence-based practice. The center core of the model represents our commitment to the patient through the delivery of person-centered care.

Throughout 2020 and 2021, nurses at Froedtert Menomonee Falls and Froedtert West Bend Hospitals provided exceptional patient care and actively supported the Froedtert Health goals of quality and safety, education and research, and professional growth and recognition. My gratitude goes to all nurses for your constant hard work, support, patience and compassion. Your dedication calls for much respect and appreciation as the heroes of our community.



Shelly Waala, RN, MSHA
Vice President, Patient Care Services
Chief Nursing Officer, Community
Hospital Division



Shared Governance — *Autonomy, Empowerment, Collaboration*

The Collaborative Governance Council (CGC) empowers nurses to actively contribute in organizational decision-making, collaboration and leadership development. This shared leadership structure is designed to cultivate horizontal and vertical communication, inspire nursing excellence and promote autonomy and accountability among nurses throughout the organization.

In October 2019, Jennifer Bayer, MSN, RN, clinical nurse educator, was chosen as the chair of the newly formed CGC, and Melissa Ratzmer, BSN, RN, was chosen as co-chair.

“Coming together is a beginning. Keeping together is progress. Working together is success.”

— This quote by Henry Ford captures the essence of the first two years of the CGC.

From the Desk of Jen Bayer

As chair of the Collaborative Governance Council (CGC), with the support of nursing leadership, Melissa and I worked to engage, empower and honor the voice of the clinical nurses. We championed a culture of professional practice focused on evidence-based care and strong patient outcomes. Through the CGC structure, nurses were encouraged to strive for nursing excellence as professionals within the areas they practice and impact patient care delivery across the enterprise.

We promoted collaboration among nurses and across all disciplines to improve the health and well-being of the patients we serve. The CGC model empowered Melissa and me to provide direction, support and topics for dissemination to the appropriate Divisional Nursing Councils for action and change. Divisional Nursing Councils were empowered to make changes and develop and update standards of care and policies. As a collective team, we identified opportunities that influence nursing practice and made changes.

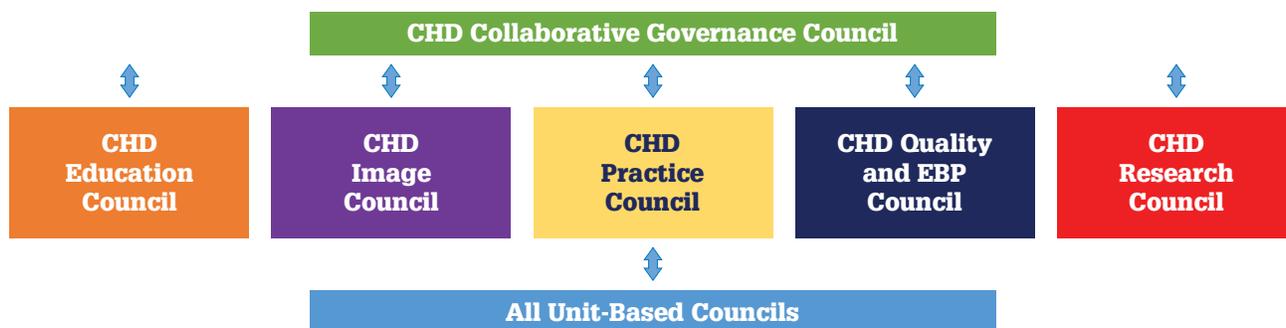
For me, it was a privilege to chair the CGC and partner with Melissa, nursing leadership, nursing educators and clinical nurses to successfully demonstrate “come together, keep together and work together” to advance nursing practice.

This leads to positive patient outcomes and supports an environment of vertical and horizontal communication to address nursing practice and create positive change.

The past two years have been a great opportunity for my own personal and professional growth, navigating a period of change and resilience as the nursing profession has been challenged with COVID-19 in ways no one ever could have expected. Despite these challenges, the voice and spirit of the clinical nurse remained strong during CGC meetings. Clinical nurses continued to come together to influence and improve nursing practice, with nursing leadership's support. I believe the CGC made a difference and have no doubt the CGC will continue to impact nursing practice in the future. I feel privileged to have led the CGC, fostering engagement within nursing practice and the exceptional care we provide all our patients.



Jennifer Bayer, MSN, RN
Clinical Educator
Collaborative Governance Council Chair



Quality and Safety — *Effective Communication, Resources to Provide Safe Care, Fiscal Responsibility*

Froedtert Menomonee Falls Hospital and Froedtert West Bend Hospital are dedicated to eliminating preventable patient harm such as falls with injury, central-line-associated bloodstream infection (CLABSI), hospital-acquired pressure injury (HAPI) and catheter-associated urinary tract infections (CAUTI). The quality and performance improvement culture at Froedtert Menomonee Falls and Froedtert West Bend Hospitals focuses on effective communication and resource utilization to provide safe patient care while maintaining fiscal responsibility.



In November 2021, the Froedtert West Bend Hospital Intensive Care Unit team was recognized for their achievement of zero falls for 1½ years.

Falls With Injury Reduction

The Falls Committee’s purpose is to monitor trends of fall prevention processes, fall rates and fall sentinel events. Chair Andrea Wlodarczyk, MSN, RN, CEN, nurse manager, 3rd floor — ACE/Medical Unit, and interdisciplinary committee members play a significant role in reducing harm. Responsibilities include communication and collaboration with other patient care groups at Froedtert Menomonee Falls

Hospital and Froedtert West Bend Hospital. Appropriate committees are included in fall prevention activities and updates. Recommended improvement initiatives are identified by the Falls Committee. Progress toward evaluation of appropriate falls assessment tools and equipment utilized for falls with injury prevention has occurred.

Central-Line-Associated Bloodstream Infection (CLABSI)

The CLABSI Unit Champion Program is a multidisciplinary committee that provides support to frontline staff on CLABSI prevention through surveillance and use of the CLABSI infection prevention bundle. The program is led by Jackie Klotz, RN, MSN, CCRN, ICU nurse manager. CLABSI champions identify patients with central venous catheters in place and ensure proper care and adherence to maintenance for all patients. The infection prevention bundle is an easy-to-use tool to assist frontline staff with daily evaluation of the central venous catheter, catheter care/maintenance and discontinuation criteria. CLABSI champions complete real-time audits on patients, providing feedback and education to all clinicians. Additionally, CLABSI champions provide education to clinicians on topics such as daily chlorhexidine gluconate (CHG) baths,

daily evaluation of all central lines and proper central venous catheter care, including dressing changes. This education and monthly focus supports all clinicians in performing CLABSI prevention best practices at all times. We are proud of the minimal CLABSI incidents in the past two years. The CLABSI champion program and the many efforts of all clinicians in CLABSI prevention best practices support our culture of high reliability and our heroic efforts in zero harm for all patients.

Hospital-Acquired Pressure Injury (HAPI)

The mantra, “**Together** we can prevent pressure injuries. **Together** we will achieve our goal of ZERO HAPIs,” guided the work of the HAPI Committee led by Angela Ihnen, BSN, RN, nurse manager of Wound Care. The Pressure Injury Prevention Bundle (PIP) was developed with the guidance of the wound ostomy continence nurses (WOCN) to support patient quality and safety needs. Initiatives included:

- Complete four eyes on admission, transfer and return from procedure
- RN to complete Braden Scale each shift
- Use the Braden Scale to review interventions and implement appropriate measures
- Documentation of all interventions

The wound ostomy continence nurses and the HAPI team were instrumental during COVID-19 surges to reduce HAPIs of prone patients by:

- Recognizing the need and developing wound care proning kits
- Creating a wound care Wednesday post for easy communication to frontline staff

The Froedtert Menomonee Falls Hospital operating room celebrated zero HAPIs for a year in May 2020.



Catheter-Associated Urinary Tract Infections (CAUTI)

The CAUTI Unit Champion Program supports eliminating preventable patient harm by partnering collaboratively across disciplines to implement evidence-based practice changes. These initiatives, led by Kathy Siewert, MSN, RN, nurse manager, 5th Floor Medical Surgical, have made an impact in the care of patients, resulting in the outcome of more than a year without a CAUTI and a greater than 30% reduction in Foley utilization. Zero harm is not just a clinical initiative — with the patient at the center of all we do, every provider, leader and staff member has made this accomplishment possible.

In November 2021, the Froedtert Menomonee Falls Hospital 3rd floor ACE/Medical Unit celebrated four years with no CAUTIs. It is important to remember that CAUTI prevention is more than just a project or a fiscal year goal. It is a continuous journey toward zero harm.



In November 2021, Froedtert Health instituted a new Quality and Safety Recognition Program. Inpatient units that achieve exemplary compliance in nine metrics are recognized quarterly (November, February, May and August). Units that meet benchmarks in five or more out of nine metrics are recognized as follows:



- Gold award — 7 out of 8 metrics
- Silver award — 6 out of 8 metrics
- Bronze award — 5 out of 8 metrics

Recognition includes a certificate of recognition for the unit, acknowledgement on Workplace and in leader meetings, and prizes and/or food depending on level of achievement. Congratulations and recognition extends to the entire care team, including clinical staff, providers, support service staff and leaders for their continued diligence with quality and safety in patient care areas.

Community — Enhance Professional Image, Academic Partnership, Population Health



Community Image

The Froedtert Menomonee Falls Hospital Foundation is a resource of support for the surrounding communities. In collaboration with Froedtert Menomonee Falls Hospital, the Foundation develops and strengthens health in the community.

Hospital teams participated in **Wheeling & Heeling for Cancer** and raised more than \$50,000. In honor of loved ones who continue to battle and for those who have lost their lives to cancer, colleagues logged miles over streets, trails and treadmills in the annual fundraiser. Courtney Lauer, RN, BSN, is the captain of the Emergency Department's team "Keep ER Movin." She has filled the role of captain the past three years because she believes in the support the Foundation gives the Cancer Center, along with other needs throughout the hospital. Giving back to the community is important to Courtney who grew up in the Sussex area, near the hospital.

Population Health

The Wisconsin Center in downtown Milwaukee was the official federal community vaccination site earlier this spring. Nurses participated in the clinic alongside the Federal Emergency Management Agency (FEMA) to provide up to 3,000 COVID-19 vaccinations per day.

Community clinics focus on vaccine equity to ensure all populations are served. Froedtert in Action worked with United Way to provide volunteers, including several from

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Nursing Administration at Froedtert Menomonee Falls Hospital. Being a part of the vaccine clinic was a way for our nurses to make a difference in our community.

In addition, nurses actively participate in the Donate for Life committee for Froedtert Health. Through fundraising and benefits, nurses help Donate Life Wisconsin in the effort to save and improve lives through organ, tissue and eye donation.



Community health care initiatives also include volunteer work in our local communities. Nurses from both Froedtert Menomonee Falls Hospital and Froedtert West Bend Hospital spend their time volunteering at public health clinics. Debra McCann, MSN, MBA, HC, RN, executive director of Patient Care Services, has a strong passion for serving the community of Washington and Waukesha Counties and explores the various public health issues affecting the area and volunteers her support. Deb's volunteerism with vulnerable populations in the community is supported by Froedtert West Bend Hospital through a voucher system to provide patients access to health care services. Deb also worked with public health clinics in the community, which have a substantial impact in providing vulnerable community members access to care.

Deb has been volunteering her services at the Albrecht Free Clinic for five years. The Albrecht Free Clinic provides diagnosis and treatment for acute illnesses such as upper respiratory infection, sore throat, earache and more. The clinic is open Tuesday and Thursday evenings. Daytime clinics are available to patients with chronic health conditions, such as high blood pressure, asthma, diabetes and heart disease. The free clinic was founded by Dr. James Albrecht in 1996 and celebrated its 25th anniversary in 2021. Dr. Albrecht was relentless in his dedication to help individuals with critical health needs. He was known as the "country doctor," often trading his services for a dozen eggs or help with chores around his home. He is the reason the

Albrecht Free Clinic exists, and his legacy lives on today. Volunteers are the lifeblood of the free clinic, and nearly 100 volunteers work together to ensure the health of Washington County residents.

Academic Partnership

Several BSN completion options are available to new and current registered nurses. In conjunction with the University of Wisconsin — Milwaukee, an onsite RN-to-BSN completion program is available for current nursing staff. This gives registered nurses the opportunity to complete their degree while attending classes at the hospital campus. The onsite program has been in place for more than 12 years.

Froedtert Health collaborated with Cardinal Stritch University to offer an accredited onsite Master of Science in Nursing (MSN) program with concentrations in education or leadership. The first cohort began in January 2019. This program was created in response to information gathered from surveying nurses about graduate education needs and preferences. As part of the partnership, Cardinal Stritch offers employees a significant tuition discount that may be used in conjunction with Froedtert Health's tuition reimbursement. This program provides motivation for nurses to advance to a Bachelor of Science in Nursing (BSN), which in turn increases our BSN rates.

At least six \$3,000 scholarships are available annually for employees who are interested in pursuing a nursing degree or are in the process of advancing their nursing degree. These scholarships can be used for all nursing degrees, including BSN, MSN and PhD/DNP degree programs. In addition, a scholarship was created several years ago for formal nursing leaders (e.g., nurse managers and directors) named the Advancement of Nursing Leadership Education Scholarship. At least three \$3,000 scholarships are available annually for leaders pursuing an advanced degree in nursing.

Professional Development — Lifelong Learning, Peer Mentoring, Recognition

Nursing professional development is the backbone of our organization. Lifelong learning, peer mentoring and recognition are the cornerstones of our Nursing Professional Practice Model. We focus on growth and retention of our nurses and have strong collaborative partnerships that provide structural empowerment. Registered nurse performance is assessed annually through an appraisal process that includes self-assessment, peer review and goal setting. The Professional Development Pathway (PDP) at Froedtert Menomonee Falls Hospital and Froedtert West Bend Hospital promotes, recognizes and rewards registered nurses for their professional development. The PDP recognizes four levels of professional development. Levels 1 and 2 are incorporated into the RN performance appraisal. RNs can attain Levels 3 and 4 by meeting certain requirements and submitting a portfolio with proof of work or activity. Fifteen points are required for Level 3. Level 4 requires 25 points and either a BSN or a bachelor's degree in another field with a specialty in nursing certification. RNs may include points from five categories that are above and beyond their job description. Categories include nursing research, evidence-based practice and quality improvement; transformational leadership and shared governance; education; professional practice; and patient-centered care and teamwork.

In fiscal year 2021, 64 RNs were recognized for successfully achieving Level 3 or 4 at Froedtert Menomonee Falls Hospital and Froedtert West Bend Hospital.

Educational support is also provided for academic advancement, including tuition reimbursement, scholarships, on-site BSN and MSN programs and opportunity for student activities and practicums. The first cohort of MSN graduates was in spring 2021.

Nursing specialty certification is supported through



Val Thomas,
RN, following her certification of CCRP

certification payment programs, review courses and other preparatory resources. Educational opportunities at the system level are provided to obtain, maintain and validate competency. Additionally, nurse mentorship programs are offered to guide nurses in their professional growth at all levels. The Froedtert Health Nursing Mentorship Program provides structure and processes that support interpersonal relationships between RN mentors and RN mentees. These

relationships support the professional development of nurses across our health system.



Froedtert Menomonee Falls Hospital Surgical/Orthopaedic/Pediatric Unit RNs who achieved their professional development pathway



Froedtert West Bend Hospital ED RNs who achieved their professional development pathway



2021 MSN Graduates

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Froedtert Menomonee Falls Hospital Foundation and Froedtert Menomonee Falls Hospital Volunteer Services are proud to play a role in developing the next generation of health care leaders and staff through the hospital scholarship program. In 2021, 39 students received \$89,200 in scholarship support. These students range from current Froedtert Health staff members pursuing advanced degrees as they continue working, as well as high school graduates beginning their journey into health care and medicine.



Froedtert Menomonee Falls Hospital Foundation scholarship recipients

DAISY (Diseases Attacking the Immune System) Award Program

This nationwide award program recognizes extraordinary nurses for their excellent clinical skills and compassionate patient/family care.

2021 DAISY Winners

Froedtert Menomonee Falls Hospital

Elizabeth Collis, RN, BSN, Birth Center
Diane Boxrud, RN, BSN, Recovery Room
Mikaela Noltner, RN, ADN, MCU
Sarah Zellmer, RN, ADN, ED

Froedtert West Bend Hospital

Nicole Kloehn, RN, ADN, Birth Center
Patti Weisser, RN, MSN, ICU
Lindsey Griggs, RN, BSN, Medical/Surgical
Jayne Kaul, RN, BSN, Medical/Surgical

2021 Team DAISY Winners

Froedtert Menomonee Falls Hospital

Amra Lord, RN, BSN, Medical 3rd Floor
Emily Kaminski, RN, BSN, Medical 3rd Floor

Froedtert West Bend Hospital

Amanda Hug, RN, MSN, ICU
Debbie Rodenkirch, RN, BSN, ICU
Hannah VanDrise, RN, BSN, ICU

Leadership — Advocacy, Change Agents, Succession Planning

The nursing leadership teams at Froedtert Menomonee Falls Hospital and Froedtert West Bend Hospital are advocates in supporting nursing excellence and building a collaborative interdisciplinary team while striving to meet the needs of the patients by providing safe and compassionate care. Shared leadership fosters a culture rooted in team member engagement, collaboration and trust. This relationship provides an environment that promotes nursing excellence at all levels of practice. Performance excellence is attainable through a consistent and thoughtful focus on caregiver wellness, coupled with an emphasis on the appropriate allocation of resources and support to achieve both clinical and financial objectives.

When news of the COVID-19 pandemic emerged in early March 2020, Shelly Waala, RN, MSHA, was appointed enterprise hospital operations section chief on the health system's senior leadership team. In this role, Shelly, along with Michael Stadler, MD, operations section deputy, and Douglas Marx, DO, operations section deputy, oversaw the ability of all hospital personnel to meet workload demands, resource requirements, documentation practices and personnel health and safety. The challenge was to adjust to the daily operational changes, manage capacity and ensure safety while providing the best possible care to patients. The goal was to continue delivering safe, high-quality care while managing resources and costs — a triple aim. In addition, Shelly empowered leaders to take roles for daily operations and assigned the directors to specific roles responsible for daily leadership and operational planning. Directors, utilized as subject matter experts, leveraged department leaders, nurse managers and assistant nurse managers to lead project needs as well as assess financial matters.

Shelly communicated with incident command about the enterprise's operational state on a daily basis. This included information related to provider, nursing and general staff needs, practice and equipment. Shelly would use this information to strategize the necessary organizational changes to create a safe environment for staff and patients. A dashboard and increased leader rounding were used to support staff and patients. Huddles, run by leadership, included a "Care Cart" (pictured on page 9) containing donations from the community and across the nation to thank staff during the pandemic. The leaders shared cards from the community as well as treats and meals to express appreciation and thankfulness for staff.

In November 2020, the second COVID-19 surge impacted our health system and Shelly resumed her role as enterprise hospital operations section chief as part of a Clinical Decision Team that included leaders across the enterprise. Her focus during the second surge was the increase in patient census and the available staff and resources to care for these patients. Shelly was grateful for her leadership team who once again mobilized to step out of their primary responsibilities and act as subject matter experts to execute necessary organizational changes to create a safe environment. Shelly provided her leadership team various daily updates. The empowered leaders navigated and contacted key stakeholders to address the surge, redeployed staff to the inpatient hospital setting from other units, clinics and non-clinical areas, and continued to promote and use the resources available.



Incident Command

As the pandemic influenced health care, the most significant change was the level of communication with patients, families and each other. With Enterprise Incident Command support, we were able to move to a virtual platform through the use of iPads. The iPads allowed families to have visual interaction and be actively involved in the care of their loved ones. Being able to provide patients with iPads is a new standard of care that allows staff, patients and families to connect and provide the most patient-centered care possible. Leadership innovation supported staff with the purchase of new respirators, which minimized the use of disposable N95s. Support of the change in nursing practice related to COVID-19 care, hospital-provided scrubs, access to vaccine clinics and many offerings also supported staff wellness.



Emily Byrnes, RN, MSN, Nursing Administration, with the Care Cart

Healing Environment — *Environment of Diversity and Inclusion, Culture of Awareness and Sensitivity, Compassionate and Holistic Care*

Volunteer services brings the Comfort Dog Program to Froedtert Menomonee Falls Hospital through a partnership with Lutheran Church of the Prince of Peace in Menomonee Falls. Rhoda, a golden retriever, is a certified comfort dog and she, along with her handlers, visits patients and staff regularly throughout the hospital. Benefits of comfort dogs specifically in health care settings include bringing a calming presence



during stressful situations for patients and staff, offering comfort to patients or families suffering pain or loss, helping to relieve a patient's loneliness or depression, and stimulating minds while lifting spirits. Staff are often heard asking for a "Rhoda hug" when she is visiting the hospital.

"Faces light up and stress levels noticeably decrease when Rhoda is around,"

said Teri Lux, RN, MSN, NEA-BC, president, Froedtert Menomonee Falls Hospital, and chief operating officer, Community Hospital Division. "Rhoda delivers smiles, snuggles and comfort to patients, visitors and staff at both our hospitals. It's a good day when Rhoda is in the house."

In addition, respite rooms provide a healing environment for our staff. Respite rooms offer a quiet space for staff to use during their busy workdays to rest, listen to music, read, eat, enjoy aromatherapy, dismiss distractions, breathe, be mindful and meditate.

Sensitivity and compassion toward supporting our nurses and staff reaches well beyond their physical needs to encompass their personal and professional well-being. During 2020 and 2021, an unforeseen level of patient care required a tremendous amount of heart and soul from nurses and staff. Consistently providing care at this level to all our patients created a potential for second victim syndrome. Second victim syndrome is experienced when someone is involved in certain patient care events, including unanticipated patient outcomes, medical errors and the inability to stop the natural progression of a patient's medical condition. In early 2019, the Froedtert & MCW health network Supporting Our Staff Peer Support Program was established as a joint effort to provide support to our colleagues involved in these types of events. Our hospitals adopted and implemented peer-support training for leaders and staff on each unit. The goals of this program are to promote a stronger peer support network, enhance provider well-being and ultimately improve patient safety, creating a true healing environment. Individual peer supporters received training to support their colleagues and foster awareness about second victim syndrome. The mantra of the peer support group is, "*You have cared for our patients, now let us care for you.*"

Evidence-Based Practice — Culture of Inquiry, Standardization, Science and Knowledge

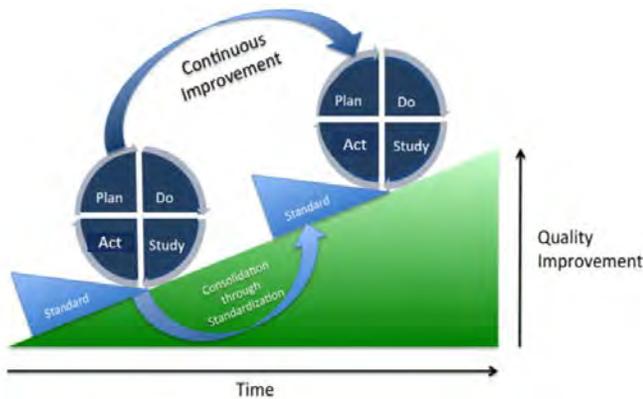
The Quality and Evidence-Based Council is a robust group of nurses with representation from inpatient and outpatient units/clinics, specialty areas and hospital quality departments. Council members use evidence-based practice data to improve clinical practice according to The Joint Commission, Centers for Medicare & Medicaid Services, strategic goals and professional organization standards. They review trends and issues identified through the Collaborative Governance Council, research these issues and propose evidence-based changes to improve patient safety. Furthermore, council members make recommendations to the unit-based councils and Practice Council based on the review of literature and best practices. The members conduct evidence-based practice projects on patient care units determined by the interest and importance of council members using the “Plan Do Study Act” cycle to collect outcome measures.

project was a success and electronic handoff was implemented throughout all inpatient units.

In addition to using published evidence, this group collaborated with other disciplines to make recommendations to enhance nursing care provided at the bedside. A topic ID was submitted requesting guidance on how to manage difficult urinary catheter placement for male patients. The council reached out to the Medical College of Wisconsin librarian for assistance in identifying relevant articles. The council members also followed the Johns Hopkins evidence-based practice model used by Froedtert Health to seek expert opinion, which is one of the categories of relevance used by this model. The group also contacted a urologist who assisted in developing an algorithm to be followed by nursing staff to assist in identifying male patients who may be a difficult urinary catheter placement.

2020 and 2021 Evidence-Based Projects Reviewed by the CHD Evidence-Based Practice and Quality Council:

- Smoke Evacuators in the OR
- Emergency Department Handoff to Inpatient Unit
- Post-Fall Spinal Immobilization
- Ultrasound Doppler on Code Carts
- Respiratory Safety Program for Outpatients
- CAUTI Care for Prone Patients



Practice issues are identified primarily through topic IDs. Through this process, bedside nurses submit an idea for council members to review the evidence and make evidence-based recommendations. Electronic handoff for patients admitted from the Emergency Department was a recent topic ID reviewed and addressed by the council members. Nursing staff in the Emergency Department proposed the idea of electronic handoff when transitioning patient care. Council members reviewed the literature, researched practices at area hospitals and surveyed staff to determine whether this change in practice would be an optimal practice change. Based on these findings, the council members felt there was strong enough evidence to support the new practice change and recommended a pilot of the handoff process. The pilot project was instituted Jan. 26, 2021, between the Emergency Departments and MCUs at both Froedtert Menomonee Falls and Froedtert West Bend Hospitals and completed March 4, 2022. After a review of the pilot project data and key learnings, a second trial was conducted. The second pilot



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