



FY2024

Reimagining care

Salem Hospital

Clinical Excellence Report



Key to Magnet Domains

The content in this report has been organized by the four ANCC Magnet Recognition Program® Domains to show how the excellent work we regularly do at Salem Hospital supports our Magnet designation. *We are a Magnet hospital because of what we do every day!*

Transformational Leadership (TL)

Practices, characteristics and structures that inspire and enable growth, innovation, initiative and change in others.



Structural Empowerment (SE)

Interprofessional shared decision making, influential nurses, lifelong professional development and strong community partnerships.



Exemplary Professional Practice (EP)

Effective and efficient care services, interprofessional collaboration and high-quality patient outcomes.



New Knowledge, Innovations and Improvements (NK)

Staff integrate evidence-based research into clinical and operational processes.



Salem Hospital Clinical Excellence Report

FY 2024

Table of contents

<u>Page</u>	
4	Professional Practice Model
5	CNO Message
6-7	Magnet Program Director Message
8	Professional Governance Structure
9-14	Professional Governance System Council Reports
15-22	Unit/Department Council (UDC) FY24 Summaries
24-25	Salem Health at Magnet Conference 2023
26-29	Caring Beyond the Bedside 2024
30-33	Daisy Awards
34	Trillium Awards
35	PHIL Award
36-37	Preceptor Recognition Event 2024
38-39	Service Excellence Awards 2024
40-41	Volunteer Services: Pet Therapy & Baby Cuddlers
42	Civil Engagement in Washington DC
43	Career Recognition: Ann Alway
46-47	Laboratory Accolades
58-49	IDEAL Team Initiatives 2024
50-51	International Nurses
52	Campus Security Enhancements
54-55	Professional Practice Day 2023
56	ONRQC 2024
57	International Sepsis Day Conference
58-59	Cardiogenic Shock Day Event
60-61	World Diabetes Day Event
62	Happiness Research Study
63	Salem Hospital Facts

On the cover, nurses from Salem City Hospital's 2nd graduating class circa 1900.

Salem Hospital is Interprofessional and Nursing Excellence

SHINE Professional Practice Model



• **EMPOWERMENT** •

(ownership, partnership, equity and accountability)

CNO's message to nurses

TL

I want to take a moment to honor and thank each of you for your unwavering dedication, compassion and commitment to delivering the highest quality care to our patients and communities. At the heart of nursing lies the profound calling to care, and despite the challenges we've faced, this enduring principle continues to guide us forward. Nursing has continuously evolved throughout history, and today, we stand at a transformative moment — one that will shape not only the future of our profession but also the lives of those we serve. Your resilience, passion and dedication are paving the way for a stronger, more innovative future in health care.

The nursing profession is at a turning point — one filled with opportunity and innovation. The challenges of the past few years have reshaped health care, highlighting the need for a new, more sustainable model of care. Through every challenge, our nursing team has shown remarkable resilience, creativity and leadership. Innovation has always been at the heart of nursing, and the past few years have only reinforced our ability to adapt and drive meaningful change. From pioneering new care delivery models to advancing telehealth, virtual nursing, and optimizing resources, our nursing team has continuously found ways to enhance patient care.



Sarah Horn, MBA, BSN, RN, NE-BC, RNC-LRN
Senior Vice President,
Chief Nursing & Clinical Operations Officer

Now is the time to reimagine the future of nursing. We have the opportunity to explore innovative care models that support safe staffing, reduce nurse burden, promote work-life balance and ensure patients continue to receive the highest quality care. Could different team-based models of care or integrating nursing students more effectively into clinical settings provide both hands-on learning and essential support for staff? Might collaborations with engineering and technology fields lead to robotics and AI solutions that ease the physical demands of nursing? As we embrace advancements like smart IV pumps and AI-driven diagnostics, we must remember that technology is a powerful tool — but never a replacement for the human connection at the heart of nursing. Compassionate, patient-centered care will always define our profession. Our challenge is to harness innovation in ways that enhance, rather than replace, the essence of what makes nursing a calling, not just a career.

Moreover, we must champion policies that uplift nurses and ensure our voices are integral in shaping the future of health care. The health care landscape is on the cusp of significant transformation, driven by demographic changes, increasing medical complexity and rapid technological progress. To make this vision a reality, we need bold leadership, strategic foresight and collaboration. Our focus should not only be on addressing current challenges but on actively designing a future that reflects our core values and mission. By innovating with purpose, we can develop solutions that are sustainable, equitable and centered on holistic, compassionate care.

I encourage each of you to engage in this conversation. Share your ideas, voice your concerns, and help lead the way in reimagining the future of nursing. This is our moment to act. Together, we can shape a future where nurses are empowered, supported, and equipped to provide the highest level of care — not only for our patients, but for ourselves.

Thank you for your unwavering dedication to this profession. Your resilience, compassion and commitment are the foundation of all that we do. Let's move forward, united, to create a future of nursing that honors our past while embracing the exciting innovations of tomorrow.

With deep gratitude and respect,
Sarah

Message from Magnet Program Director

TL

What an incredible journey it has been in these first few months as your Magnet Program Director! When I joined the Nursing Administration team, we were just eight months away from submitting our Magnet documents to the American Nurses Credentialing Center (ANCC) for our 4th Magnet designation — and I am thrilled to share that we successfully submitted 103 sources of evidence by the end of FY24!

This milestone reflects our collective commitment to nursing excellence, patient-centered care, and continuous improvement. With the support of Sarah Horn, MBA, BSN, RN, NE-BC, RNC-LRN, Chief Nursing Officer, the Clinical Excellence Team, our dedicated coaches, and authors, we have showcased outstanding contributions across our hospital.



Kelly Bodnarchuk, MBA, BSN, CENP
Magnet Program Director
Salem Hospital

Nursing excellence in action

Here are just a few of the inspiring ways our teams are driving clinical excellence:

- Labor & Delivery: Improved postpartum hemorrhage rates through active management of the third stage of labor.
- Imaging & Infusion: Enhanced collaboration for albumin administration to optimize patient care.
- Orthopedic Clinical Team: Implemented safety strategies to reduce harmful falls.
- Cath Lab Nurses: Focused on reducing patient anxiety through optimized medication timing.
- CVCU: Standardized cardiogenic shock severity staging to improve patient survivability.
- IMCU: Strengthened PACU to IMCU transition for carotid endarterectomy patients and improved length of stay through provider collaboration.
- General Medical Unit (6E): Increased RN Specialty Certification by 18%.
- Emergency Department: Introduced "rainbow" lab draw order set to enhance ED efficiency and reduce length of stay.
- NICU Nurses: Implemented a new blood culture collection system to promote antimicrobial stewardship and cost savings.
- Pediatrics: Partnered with leadership to develop a staffing model to address the winter RSV surge.
- ED & Critical Care: Improved lab lactic acid repeat efficiencies, reducing sepsis mortality.
- Stroke Care: Empowered nurses to call Stroke Alerts independently from the Rapid Response Team.
- Vascular Access Team: Adopted best practices to reduce antecubital IV placements and update policy for replacement within 24 hours.
- ICU & Dieticians: Implemented evidence-based practice standards for enteral feedings.
- Wound Care: Led the Preserving Extremity Program (PEP) for early limb-saving interventions.
- Cardiac Rehab: Worked with Facilities to redesign outpatient parking to improve patient safety and accessibility.

Magnet Champions: Growing engagement and education

In January 2024, we launched Magnet Champion meetings, led by Megan Schwabauer, BSN, RN, RN-BC, to prepare for our 2025 ANCC site visit. By summer, more than 60 Champions from all clinical areas joined this initiative, contributing to Magnet Bulletin Boards and sharing inspiring "My Magnet Story" features in the Daily Dose. Our Magnet Champions continue to educate teams on the value of being a Magnet organization, reinforcing why nursing excellence matters.



Research efforts continue to grow, with studies on Happiness Advantage, Moral Distress with CPR, COVID patient self-proning, and more.

Advancing Professional Governance:

We have also seen meaningful changes to our Professional Governance Councils:

- Clinical Structures Council evolved into the Evidence-Based Practice and Research Council, focusing on empowering frontline staff to lead projects with mentorship and support.
- Transformational Leadership Council and Nursing Case Peer Review merged to form the new Clinical Practice Guidance Council, which seeks to foster excellent clinical practice at Salem Health through proactively addressing clinical concerns and retroactively reviewing safety events.

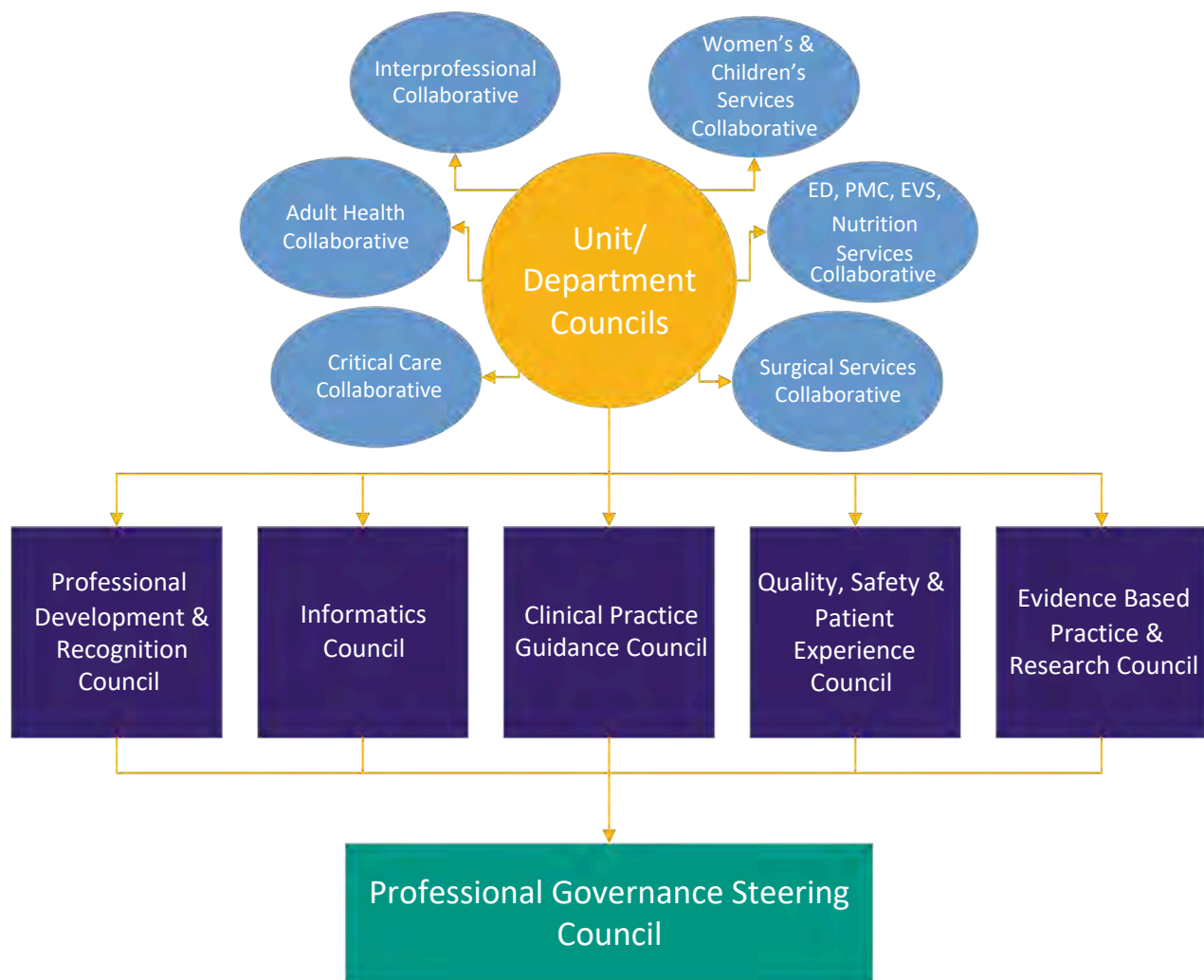
A heartfelt 'thank you'

None of this would be possible without each and every one of you. Your dedication, innovation, and passion for delivering high-quality care define what it means to be a Magnet hospital. Thank you for your unwavering commitment to our patients, our profession, and our Magnet journey.

As we prepare for our ANCC site visit in 2025, let's continue to share our stories, celebrate our successes, and uphold the excellence that makes Salem Hospital a leader in nursing care.

Professional Governance structure

Salem Health enjoys a robust and active Professional Governance structure that both serves as a forum to constructively amplify the frontline voice and generate meaningful work that positively impacts clinical practice, work experience and patient care.



Professional Governance system council reports

The following section highlights the work and achievements of what are known as system councils within Salem Health. These councils focus on topics that are relevant and impactful across most, if not all, areas of practice and are comprised of a diverse membership across the spectrum of nursing practice areas and roles, as well as our allied health care partners from interprofessional specialties. All of the Magnet Domains are represented in the work of these councils.



- **Clinical Practice Guidance Council (CPGC)**
 - Formerly Transformational Leadership Council & Nursing Peer Case Review
- **Evidence Based Practice & Research Council (EBP&R)**
- **Informatics Council**
- **Professional Development & Recognition Council (PD&R)**
- **Quality, Safety & Patient Experience (QSPE)**

Clinical Practice Guidance Council

FY24 included a major transition when the Clinical Practice Guidance Council (CPGC) was established in February 2024 through the sunsetting and merging of two councils; Transformational Leadership Council (TLC) and Nursing Peer Case Review (NPCR). Key bodies of work from both councils were carried forward under the new council with the purpose of CPGC being to foster excellent clinical practice at Salem Health through proactively addressing clinical concerns (former work of TLC) and retroactively reviewing safety events (former work of NPCR). CPGC continues this work with Proactive and Retroactive subgroups.

Chair: Miranda Hennan, BSN, RN, CEN, PCCN
Co-Chair: Allie Adelman, MSN, RN

An early goal for the council was to develop a simple means for staff throughout the organization to submit their ideas and concerns related to clinical processes and practices to CPGC. This allows for a diverse group of clinical staff and leaders to provide input, guidance and resources to addressing potential gaps. With the direction of Boone Richardson, Clinical Excellence Coordinator, the council created the Proactive Project Submission Form (PPSF) which was then made available for all staff to utilize under Tools & Resources on The Hub.

Since inception, the council got busy writing and approving its charter, finalizing its structure and operating logistics, and gaining knowledge and awareness on the Patient Safety Alert (PSA) system. The council also had the opportunity to provide review and recommendation for the organization to proceed with two efforts; converting all weight documentation and weighing devices to be metric-only, and making the use of Curodis disinfecting caps the standard practice for all intravascular devices.

The council received its first PPSF submissions at the end of FY24 to kick off some of its focused work in FY25.



Evidence Based Practice & Research Council

The EBP&R Council provides a forum to educate and mentor all members of the Salem Health team to appraise evidence for use in practice. EBP&R members support our team to generate new knowledge using clinical research, to guide our practice and positively influence the health outcomes for our communities. The EBP&R Council intentionally influences cultural change, exemplified through empowerment and strong staff engagement in a bold spirit of inquiry with a focus on continuous quality improvement.

Council changes: In February 2024, Clinical Foundations, EBP & Research Council was restructured to Evidence Based Practice and Research Council. This change focused on removing non-value-added work that was not a good fit for the council and fine-tuned the scope of council work to specifically focus on EBP and Research. Membership grew from 22 members in July 2023 to 42 members in June 2024.

FY24 Council Co-Chairs

- Kim Vachter, BSN, RN, CCRN — Clinical RN, B4N
- Tammy White, BSN, RN — Clinical RN, A6E

Projects & Accomplishments FY24

- Developed knowledge and capability of council members with education presentations on the Six Steps of Evidence Based Practice.
- Essential Oils 4SPS — Met regulatory compliance and reduced waste associated with aromatherapy by changing from essential oil vials to single use patches. Additional benefits include no expiration date, new aromatherapy blends, stocking process owned supply chain, and standardized use directions from manufacturer.
- Evaluated evidence and made recommendations on a proposed EBP project around pet therapy for Medical Surgical Oncology.
- Reviewed and approved new Nursing Research Proposal Guidelines and Request Form.
- Brainstormed ideas to revitalize and revamp the Clinical Inquiry Challenge. This work is ongoing with hopes to implement a new process in 2025.
- Gained increased understanding amongst council members on the synergistic intersection of Lean and EBP with a presentation from Nancy Dunn, MS, RN, council guidance team member and EBP/Research mentor.



Informatics Council

The Informatics Council (IC) is an interprofessional team that evaluates and approves changes in electronic documentation, workflow tools, and processes to optimize, standardize and maintain electronic documentation tools while supporting Epic Foundation functionality. IC is also a consultation and collaboration venue for other technologies and workflow changes.

Chair: Lacey Geigle, BSN, RN

Co-Chair: Sarah Aulerich, BS, BS-N, RN, CMSRN



Key Work FY2024

- Nursing Documentation Reduction Program
 - Using Epic-provided data we identified multiple flowsheet rows where clinicians were using the comment section to provide an answer. We used the ones that were documented most frequently in the comment section and added them as drop-down options in the flowsheet row, this reduced the amount of typing for clinicians.
- 69 Epic enhancements assessed by Council
 - As per our Charter, Council reviews clinician submitted enhancements requests, that would affect the whole house. Over the fiscal year, 69 of these submissions were assessed by Informatics Council.
- Support of length-of-stay work, including:
 - Discharge delay reasons (November 2023): To increase transparency, we added additional delay reasons to provide insight on why patients were not ready to be discharged.
 - Baseline mobility (November 2023): To understand what mobility the patient needed to return to, for their baseline function, we added documentation for quick review for the care team.
 - Brain task for Lasix IV given & I/O task (May 2024): Discharge delays were occurring because quick response to Lasix intervention was not being completed and nursing needed a reminder, this reminder helped to decrease the patient stay.



Professional Development & Recognition Council

The Professional Development & Recognition Council (PD&R) is an interprofessional group designed to support the continuous professional growth and development of Salem Health's valued staff. To help achieve the organization's mission and vision, PD&R works to support staff in becoming lifelong learners and reach their highest potential through ongoing education, education advancement, involvement in professional organizations, and obtaining/maintaining specialty certification. In addition, PD&R is passionate about providing staff with well-deserved recognition for providing high quality patient care.

Professional Development & Recognition Council continues to be a highly attended and diverse council, with an average annual attendance rate of 84%. Membership grew from 27 members in July 2023 to 39 members in June 2024.

FY24 council co-chairs

- Kelsey Muramoto, BSN, RN, CMSRN — Supervisor, Length of Stay Navigators
- Mallery Gould, BSN, RN, CMSRN — A6E Assistant Nurse Manager



Key work FY2024

- Certification Study Courses held in FY 2024
 - CNOR — July 2023
 - SCRNI — July 2023
 - CPAN & CAPA — September 2023
 - PCCN online course — Open all year 2023
 - RN-NIC — Feb 2024
 - CEN — June 2024
- Over 100 staff took advantage of the digital study resources available through our contract with Springer Publishing's ExamPrepConnect.
- Partnered with Elisa Bledsoe, Bariatrics Clinic Manager and Star Award Committee Chair, to improve visibility of Star Awards and awardees, develop FAQs and update SharePoint site.
- Developed a Cohorted Students Tip Sheet.
- Hosted a Certification Day information table and celebration at March Professional Governance Day.
- Increased Daisy nominations from 17 in FY2023 to 49 in FY2024!
- Increased Daisy winners awarded from seven in FY 2023 to 13 in FY 2024!
- PHIL award winner selected from 26 nominations (annual respiratory therapy award)



Quality, Safety & Patient Experience (QSPE)

QSPE works towards ensuring that patient care and patient experience at Salem Health meets all regulatory criteria and professional organization guidelines. The council does this through monitoring quality indicators for inpatient, outpatient and interprofessional services, making recommendations on practice and process improvements as indicated, and assists in preparation for regulatory surveys. The council also focuses on the support of patient education, as it relates to patient experience, including the education materials used and the role of interprofessionals in patient teaching.

Key Work FY24

- Membership grew from 28 members in July 2023 to 40 members in June 2024, with an average annual attendance rate of 84%
- Process: Collaborate, support, monitor, make accountable, encourage and celebrate quality and safety. Functions as an active group for frontline team members to bring concerns of quality, safety and patient experience for awareness, support and escalation when necessary.
 - Outcome: Quarterly report outs from Regulatory, Infection Prevention and rotating council/committee with our standardized report out tools.
- Process: Advise and assist in enhancing and enabling a culture of quality and safety
 - Outcome: Council participates and completes three projects a year that support quality, safety and/or patient experience.
 - Unit signage standardization. Standard work developed. QSPE gained approval from Professional Governance Steering Council to be the sign approving committee for clinical communication signage house-wide.
 - Emergency Preparedness – Fire Safety
 - Comfort Care sign standardization house-wide, standard work developed.
- Process: Share quality, safety, and patient experience data with frontline teams
 - Outcome: Council Dashboard developed reviewed quarterly at QSPE Council and then shared with frontline teams.

FY24 Council Co-Chairs

- Cassandra Peters, CVCU Clinical Nurse
- Sara Nash, Infection Preventionist
- Megan Schwabauer, Clinical Nurse A5E
- Amy Brown, CVCU Clinical Nurse



Unit-Department Council (UDC)

FY2024 summaries



Within Salem Hospital's Professional Governance structure, Unit-Department Councils (UDCs) are the foundation. This is where frontline staff are encouraged to elevate their voice and ideas with the support of their department leadership to collaborate on advancing unit culture and work experience as well as engage in quality improvement work in their areas. The following is a summary of key work accomplished by some of our outstanding UDCs in FY2024. All of the Magnet Domains are represented in the work of these councils.

General Surgery (A3E)

This has been a period of change for the A3E UDC with a new council chair, five new council members, and new department leadership. We have continued to produce a new monthly newsletter, and maintain a birthday recognition program and peer recognition All Star Board. Our improvement and EBP work has included clarifying unit-specific CNA job duties and expectations, reviewing policy and literature for best practices on post-op vitals and JP drain stripping, and engaging in various process and environment refinements.



Trauma Care Unit (A4E)

For FY24 our council's main project work was standardizing care for TBIs to better address the challenges unique to this patient population. We created standardized education, signage for staff and families denoting proper schedules, cares and interventions for TBIs depending on assigned RANCHO score. This work involved interprofessional collaboration with OT to utilize their expertise.

Medical Oncology (A7E)

- Created a scoring scale for patients receiving chemotherapy that is factored into a patient's acuity score when creating a patient assignments.
- Collaborated with pharmacy to revise/clarify IVIG administration policy and standard work.
- Optimized Epic chemotherapy flow sheet to include standardized Cerebellar Function Testing in patients receiving high-dose cytarabine.
- Unit morale:
 - Created Secret Life Board highlighting coworkers in their daily lives and interests
 - Started Teammate of the Month (TOM) program for staff to nominate peers for recognition during a work shift and on a dedicated bulletin board.
 - Work BBQs, holiday parties, food drive for Salem Cancer Support Services Center, participated in Willamette Vital Health Luminary Walk.



Orthopedics (B6N)

Our two main goals for FY24 were increasing RN certification rates and completing daily CHG and BID Nozin for our joint replacement and hip fracture patients. For RN certification rates, we created a bulletin board for recognition of certified staff as well as a column on our visibility board. Our management team has worked toward purchasing new study materials and has begun sending out monthly email reminders to certification-eligible RNs. For the daily CHG/BID Nozin project, we began having our break RN complete the Nozin in the mornings before they begin breaking RNs. Additionally, we created visibility of these expectations through posting informational sheets at nurses' stations on the unit and adding it to our weekly staff notes.

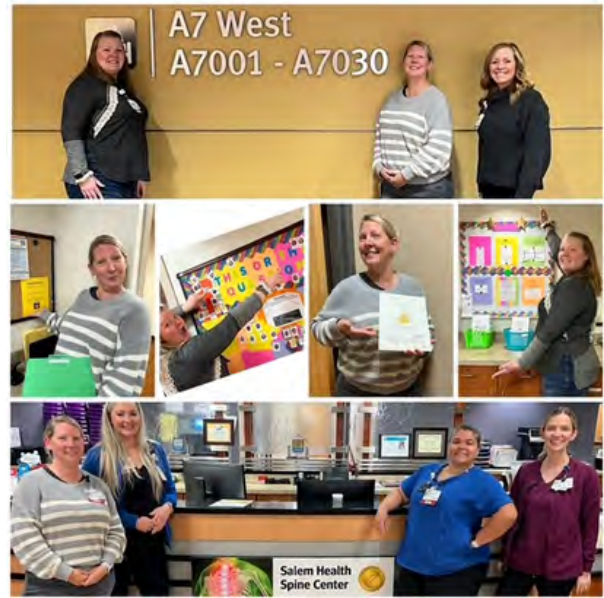
Cath Lab

- Initiated the use of the Zoll AutoPulse for Cath Lab codes so we could maintain adequate compressions during a code while still working to complete the procedure.
- Collaborated with interdepartmental/interprofessional hospital staff to run mock Code Blue drills in the Cath Lab.
- Collaborated with our AMI coordinator to run a STEMI night for our out-of-hospital EMS crews to review cardiac angiogram procedures and EKG's.



Neuro Care Unit (A7W)

In FY24, the Neuro Care UDC has engaged in numerous bodies of work to support staff, advance practice and promote unit engagement. We initiated and completed a mentorship program for our unit focused on supporting and growing new grad RNs. Additionally, we created a peer recognition board, organized and led education for unit staff, updated our intranet unit web page, completed monthly Star award nominations, and on a monthly basis discuss and assign Standard Works to UDC members for review and updating. A major highlight was achieving redesignation as a Stroke Center and Spine Center of Excellence from Joint Commission.



Clinical Nutrition Council

For FY24, the Clinical Nutrition Council achieved significant accomplishments through department-specific and interdisciplinary collaborations aimed at enhancing patient care and outcomes.

- ICU dietitian and Clinical Nutrition Council member, Julie Hilliard, led a collaborative project with nursing and providers to trial the cessation of routine gastric residual volume (GRV) checks in ICU and CVCU. The project included stakeholder engagement in development, with data collection, statistical analysis, and process instructions facilitated by Julie. The project resulted in patients receiving more tube feeding volume, nurses saving an estimated 715 minutes of time, and plans for the updated practice to go hospital-wide in the future.
- Improved patient education when Abby Swartz developed a user-friendly handout on fiber intake, detailing recommendations for different types of fiber and conditions that require specific modifications.
- Karen Huntzinger and Dani Knight engaged in interprofessional collaboration to streamline diet/nutrition support protocols to address nutrition and medication barriers that may impact the timeliness of PET scans.
- Began work on two longer-term projects: The development of an interdisciplinary feeding tube placement team that includes RNs and RDs utilizing image-guided systems for bedside placement, and collaborating with the CNAs house-wide to improve the accuracy of oral intake documentation.



Medical Telemetry (D5)

The main body of work for D5's UDC in FY24 was our project to support and improve the experiences of our valuable preceptors and those that they precept. This included updating the new-hire workbook with helpful resources like commonly-used protocols and policies, improved communication pathways between preceptors when handing off preceptees, and improved methods for tracking weekly progress and goals.



Float Pool/Vascular Access

In FY24 we increased UDC membership by rounding throughout the hospital on Float Pool staff to provide information about upcoming UDC meetings and the importance of their feedback and participation. As a result, we recruited two new Float Pool staff to our UDC.

Secondly, we initiated a mentorship program for our department to support a large number of new graduate nurses in the uniquely challenging transition to practice in Float Pool. The program was created in collaboration with the Staff Resiliency Team, management, and the UDC, and is based on pairing FP RN's with two-plus years of experience with new grad RNs and new hires with less than two years experience.

Another accomplishment was Curo Cap standardization and expanding use to PIVs with project lead Deb Jasmer, Vascular Access.

PACU

In FY24 our UDC worked towards establishing itself as a dedicated team with consistent meetings, which included establishing a new chair and welcoming two new members.

This new focus and structure allowed us to accomplish completion of a corneal abrasion prevention project with new order set, and developing Zoll education with staff check-offs. We also participated in two community events: Family Building Blocks diaper drive and Boy's and Girl's Club underclothing drive.



A6E General Medical

Unit council projects: In FY24, our UDC had two main projects. We created a standard packet for preceptors to reference while precepting new grad RNs, including tip sheets for setting up Epic, daily check-ins to establish goals for shift/ daily reflection, self-care tip sheets, concept maps on A6Es top diagnoses, etc. Additionally, we created a book of knowledge to aid succession planning and clearly describing how to run our UDC for the next chair and co-chair.

Other accomplishments:

- Hosted a self-care items drive for the Polk County Warming for Caring Beyond the Bedside.
- Subject unit of TL5B Magnet submission on Stress First Aid
- One Daisy awardee, one Trillium awardee, three Star awardee's, one preceptor of the year awardee, one Service Excellence awardee, seven RNs received their CMSRNs
- Magnet conference attendee: Mallery Gould, RN A6E Unit Council Co-Chair



Intermediate Care Unit (IMCU)

- Initiated a bedside safety check project where oncoming and off-going staff perform safety checks during shift handoff to prevent patient harm and increase patient and nurse satisfaction. At shift change, RNs enter patient rooms for introductions, check emergency equipment, bed alarms, and assess IV lines, tubes, drains, angiogram sites, trachs, etc.
- Brought back "Teammate of the Month" award where two staff members have their picture placed on a kudos board and peers are encouraged to write notes of thanks, praise and recognition that month's teammates.
- Unit council hosted an open house to increase membership of unit council, engage staff in unit projects and educate on Professional Governance, bright ideas, Magnet and certification. Attendance included physicians, RNs and CNAs from IMCU and other units within the hospital.
- IMCU hosted a winter holiday party in January 2024 to boost comradery, socialization and team building for our staff. Unit council planned the event and staff participated in decorating and hosting, and our ANM team facilitated teambuilding activities during the event.



Intensive Care Unit

Our FY24 goals included:

- Two quick and easy activities a month and one LEAN project per year
- Two employee recognitions per month (I.e. unit drawing, STAR nominations)
- Complete a council health assessment twice per fiscal year
- Participate in Caring Beyond the Bedside
- Create and maintain ICU council visibility board
- Improve staff attendance for ICU council meetings by 50%.

Unit Improvements and Quality Work:

- Tube feeding residual practice change: RN implementation of evidence-based practice of eliminating routine TF residual checks and need to stop tube feeds with patient position changes.
- POD Redesign: Initiated reorganization of nurse workstations to improve functionality for staff.
- IRIS: Implementation of video-assisted device to assist nurses at the bedside with difficult Dobhoff placements

Interventional Recovery Unit (IRU)

- Developed an intervention for better informing patients of procedural delays by developing an informational brochure describing procedure delays and why they might happen in our setting, established stronger collaboration with Cath Lab to keep us informed of known delays, and performing hourly rounding to keep patients and support system updated.
 - Featured unit in Magnet EP8EO-RN Led Quality improvement write-up (Patient Delays project)
- Created standard work for Patient Transport: Patient safety events prompted creating standard work for patients back to room post procedure.
- Medications at discharge for PCI patients: Patient discharging same day need to have antiplatelet medication in hand. Established standard process where nursing ensures that pharmacy of choice in Epic can fill script same day, and that support person can obtain prior to discharge.
- Numerous standard work updates
- Staff team building through holiday party gift exchange, birthday month potlucks, and baby showers



Labor and Delivery (L&D)

L&D at Salem Hospital is proud of their consistent work to advance practices and processes for the benefit of their staff and patients. Key highlights from FY24 include:

Initiated PreOp Labs Project to decrease the number of OR cases that go late due to lab delays by ensuring all scheduled C/S patients now have pre-op labs drawn outpatient within 72 hours of their scheduled case. L&D UDC worked with the clinics, providers, lab and blood bank to create a test of change and then a standard work to create this process change.

Active Third Stage Management project to reduce postpartum hemorrhage.

Additional Unit Improvements and Quality Work

- “Pregnancy Complaint” discharge instructions
- Vaginal Prep for C-Sections
- PPE wall mounts
- Pet therapy to antepartum
- Postpartum Pitocin stocked in ORs
- PACU tip sheets
- SBAR for break nurses
- Hypertension in Pregnancy discharge instructions
- Language updated for all discharge instructions
- Upgrade vaginal delivery instrument counts
- Updated NST smart phrase
- Updated peer review process



Pediatrics

The Pediatrics UDC is dedicated to supporting optimal patient outcomes through interdisciplinary collaboration and shared decision making. For FY24, our major council work involved:

Project to reduce number of IV start attempts in the pediatric population by training an initial group of four RNs (two for each shift) to use ultrasound-guided technology for IV starts. Each nurse completed 12 to 16 hours of hands-on training with IV Therapy. Each RN was required to have five successful US guided IV starts with the IV Therapist. Future plans to train additional staff.

Other projects/achievements:

- New milk-mixing station
- Caregiver Discharge Readiness added to Peds Care Plan
- Adopted a bedside seizure observation record with timers

NICU

FY '24 Projects:

- Kudos Board: Developed a dedicated space to post “kudos” or other positive comments about colleagues. This is changed out every one to two months and helps to promote staff resiliency and camaraderie.
- NICU admit packs: Worked with marketing to develop pre-printed admission packets to be given to families upon admission. Previously, NICU staff made these packets by hand. By creating an admission packet that is pre printed, it creates a Lean process by saving significant time vs putting these together individually by hand.
- Admit checklist: Worked with IT to create an admit checklist in a flowsheet in EPIC. Trialed and did a check and adjust and then created laminated hard copies of the checklist for easy reference. These were preferred by most nurses over referring to the Epic flowsheet, so this has been implemented on the unit. Cuts down on waste by being able to reuse the laminated copies vs making separate paper copies for every admission.
- Hummi device: Trialed a new device for drawing from arterial lines with the goal of reducing the volume needed to flush the line. This project is continuing into FY25.



Unit accomplishments/highlights:

- High risk neonatal certification review prep course offered to staff which resulted in increased total certification numbers for the NICU
- Decreased time to first skin to skin for infants < 30 weeks gestation
- Increase in percentage of breastmilk for babies < 33 weeks

West Valley Hospital

Emergency Department Unit Council

The WVHED UDC uses evidence based practice to engage in process improvement, team collaboration, and advocacy to empower our peers to optimize the function of WVH ED.

FY24 key work:

- WVH ED UDC Developed structure and function by creating a UDC Charter, created a standard of organizing our work on the Teams page, developed SMART goals based on our Health Assessment for the upcoming year.
- Integrated the Pathway to Excellence algorithm while developing our projects.
- Wellbeing: Triple “F” team activities, painting, pickle ball, wine tasting
- Leadership: NDNQI result development and action plan
- Quality: Stroke Alert binder, TNK resource book
- Safety: Critical med badge buddy, RN accompany EMS on transfers
- Shared Decision Making: Redistribution of In Basket to pharmacy
- Professional Development: RN Rapid Response role



Structural Empowerment (SE)



Interprofessional shared decision making, influential nurses, lifelong professional development, and strong community partnerships.



Salem Health in Chicago Magnet Conference, 2023

Salem Health sent 30 staff from diverse clinical and professional roles and specialties to Chicago for the 2023 ANCC Magnet and Pathway to Excellence Conference. We had a big presence and impact this year with honorable mentions during the keynote, and being chosen to share homegrown innovation with the nursing profession with one podium and one poster presentation.



There were many great learnings from the event to bring home to Oregon.



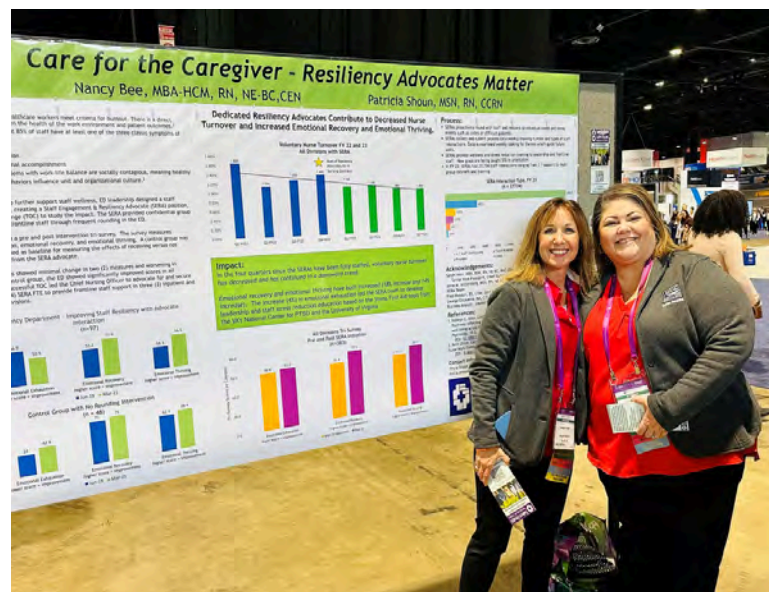


Salem Health had the unique honor of being mentioned eight times during Shawn Achor's opening keynote to 13,000 attendees for research results in utilizing his book as an intervention in an original research study on sustained improvement of health care worker subjective happiness.



Nancy Dunn and Sarah Nash presented their original research on a positive psychology intervention to a packed theater of 2,000 attendees!

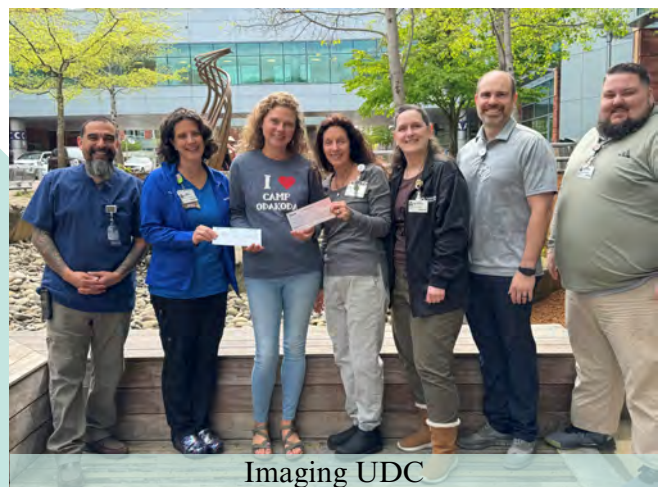
Nancy Bee and Tricia Shoun shared the innovative and impactful work of the SERA team in their poster presentation.



Caring Beyond the Bedside

FY24 SE

Caring Beyond the Bedside is a donation and volunteerism effort amongst our Unit Department Councils (UDC). Each year, participating UDCs are given the opportunity to select a local charity to support with a money donation, volunteerism or both. This program originated in 2010 when Salem Health nurses were inspired by a 2009 Magnet Conference learning resulting in unanimous agreement to forego the traditional Nurse's Week gifts and instead use that money for donations to local charities. Over the years the program evolved from being nurse-centric to now being inclusive of all interprofessional groups with active UDCs that wish to participate. In FY24, 30 UDCs participated with donations and volunteer hours gifted to as many charities and nonprofits.





Float Pool/Vascular Access UDC

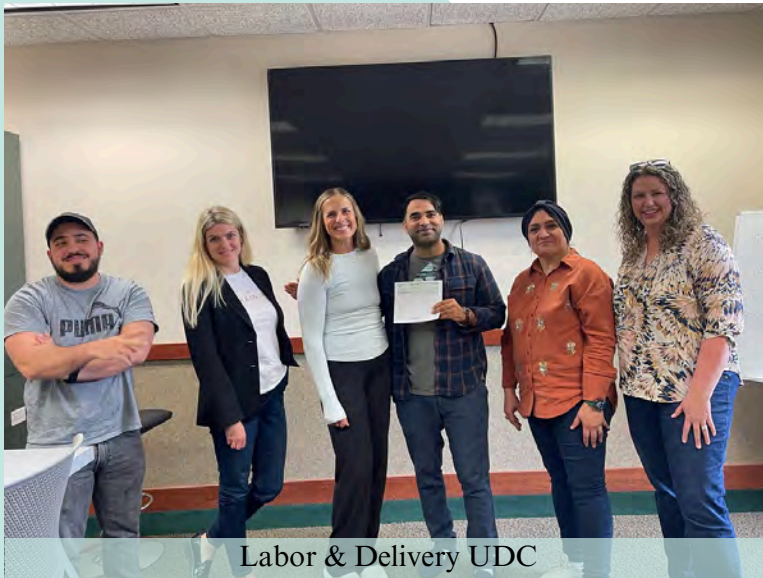


Interventional Recovery Unit



PACU UDC

Unit	Charity
Anticoag Clinic	Agape Youth & Family Camps
Cath Lab	Salem Mended Hearts
CDU	Salem Free Medical Clinic
Clinical Nutrition Council	Union Gospel Mission
CNA-Housewide Council	CASA - Court Appointed Special Advocates
Emergency Department	Simonka Place for Women & Children
FloatPool/Vascular Access	Camp Tapawingo
General Medical	Polk County Warming Shelter
General Surgery	Habitat for Humanity
ICU	Comfort Care Quilters
Imaging Department Council	Camp Odakoda
IMCU	Center for Hope and Safety
Inpatient Rehabilitation Unit	David's Chair
Interventional Recovery Unit	HOAP (Homeless Outreach & Advocacy Project)
Labor and Delivery	Salem for Refugees
Med Surg Oncology	Willamette Vital Health
Medical Telemetry Unit	St Francis Shelter
Mother Baby Unit	Horses of Hope
Neuro Trauma Care Unit	Dolly Parton Imagination Library: Marion & Polk early Learning Hub, Inc
NICU	Her Place
Oncology Service Line	Marion-Polk Food Share
Orthopedics	Heart to Soles
Pediatrics	Acres of Hope Youth Ranch
Post Anesthesia Care Unit	Family Building Blocks
Psychiatric Medical Center (PMC)	Recovery Outreach Community Center (ROCC)
Rehab Services	Rock Steady Boxing
Respiratory Therapy	American Lung Association
Surgery/OR	Wounded Warriors
Surgical Trauma Unit	Willamette Humane Sociatey
West Valley Hospital PG	Clara's Closet



Labor & Delivery UDC



Medical Oncology UDC



Medical Oncology UDC



NICU UDC



Ortho UDC

Caring Beyond the Bedside provides clinical staff the opportunity to connect with and support the community in unique ways that differ from their usual work in patient care. The charities selected are all local to the the greater Salem region and/or exist to provide a service or benefit to the local community.



The DAISY Foundation was established by the family of J. Patrick Barnes after he died from complications of an autoimmune disease in 1999. During his hospitalization, they deeply appreciated the care and compassion shown to Patrick and his entire family. After his passing, they felt compelled to say “thank you” to nurses for their work, commitment, and dedication and for going above and beyond, so the Barnes Family established the DAISY Foundation.

More than 1.8 million times, a patient, family member or co-worker has taken the time to write a DAISY nomination! Over 5,400 health care facilities and nursing schools in all 50 states and 33 countries participate in this award program. To date, there are more than 144,000 DAISY honorees. Being a DAISY Honoree is a highly coveted recognition.

The DAISY Award was started at Salem Hospital in 2011. Since then, we have honored a registered nurse nearly every month (dependent on nominations received). To date, over 100 nurses have received this prestigious award. The winner is selected from all the nurses who are nominated each month through blind review by the Professional Development & Recognition Council. To be considered for the award, a nurse must demonstrate attributes in each of four areas: clinical skills, compassionate care, exemplary practice and continued commitment to excellence.

Each award winner receives:

- Catered lunch and a beautiful Daisy cake for the winner’s guests (family and friends) and teammates at a surprise award ceremony in their honor.
- Bouquet of Daisies from our wonderful floral partners at Green Thumb Florist.
- Certificate: the winner is presented with a certificate in a custom DAISY certificate holder, signed by the Chief Nursing Officer.
- DAISY Tote Bag: every winner is given a DAISY tote bag containing a DAISY Award pin, a DAISY badge pull, a stone sculpture, and information on the DAISY Foundation.
- “Healer’s Touch” Sculpture: each one is individually hand-carved from stone (and numbered) by an African tribe in Zimbabwe. No two are exactly alike.
- The winner's name is engraved on a gold plate and affixed to the DAISY awardees display board located outside of Nursing Administration on the second floor of Building B.
- A copy of the story and a picture of this month's winner gets sent to the DAISY Foundation for posting on their national website.

FY24 DAISY Awards: July 2023 through June 2024



Whittney Mueller, Mother Baby Unit, July 2023 winner



Sara Kilburn & Rebecca Stine, PMC, August 2023 winners



Sarah Cunningham, A4E, September 2023 winner



Beth Morgan, ICU, October 2023 winner



Nathan Payton, CVCU, November 2023 winner





Melanie Dayton, D5 Medical Telemetry, December 2023 winner



Meredith Wiggers, Prep & Recovery, January 2024 winner



Ashley Schlabach, D5 Medical Telemetry, March 2024 winner

FY24 DAISY Awards



Megan Gaibler, D5 Medical Telemetry,
April 2024 winner



Brittany Clack, Labor & Delivery,
February 2024 winner



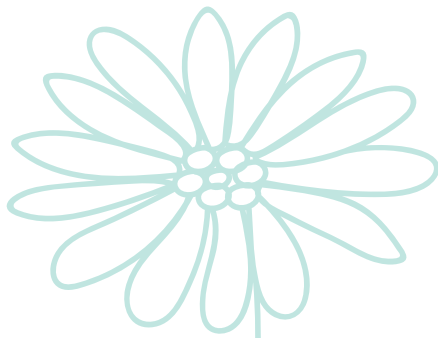
Kelsi Lowe, Labor & Delivery, May 2024 winner



Mollie Beleiciks, OR, June 2024 winner



Salem Health
Hospitals & Clinics



FY24 DAISY Awards



Trillium Awards

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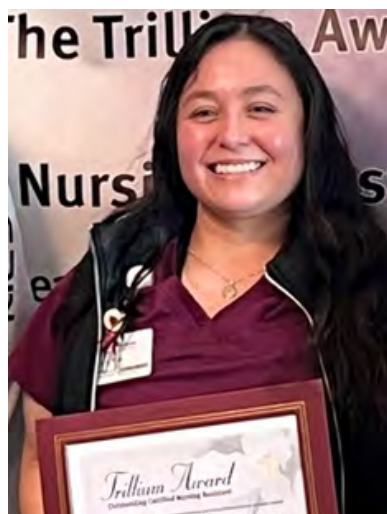
The Trillium Award was developed by the CNA SPT (Specialty Practice Team, now Unit/Department Council) in 2012 to recognize certified nursing assistants who provide exceptional care for their patients and their families, beyond usual nursing routines. CNAs are key players in the lives of our patients, from the relationships built with patients, family members and co-workers to the communication with the many care team members.

The Trillium Award for CNAs was modeled after the DAISY award for registered nurses. The DAISY Award was brought to Salem Hospital in 2011 to honor extraordinary nurses who go above and beyond. The Trillium Award was formed in 2012 (a year later) to honor and recognize CNAs.

The Trillium Award is presented quarterly to a certified nursing assistant who demonstrates attributes in each of three areas: compassionate care, exemplary practice and commitment to excellence.

After review of all the nominations submitted, the winner is selected through blind peer review by the CNA Housewide Council.

An award presentation is organized but kept a secret from the awardee. The person who nominated the awardee and unit staff are all invited to attend. Each quarterly winner is honored with a surprise celebration.



Nayely Montes Salgado, A7E
Summer 2023 winner



Heather Krupicka, D5 Medical
Telemetry
Summer 2024 winner



Julie Berdan, Emergency
Department
Spring 2024 winner

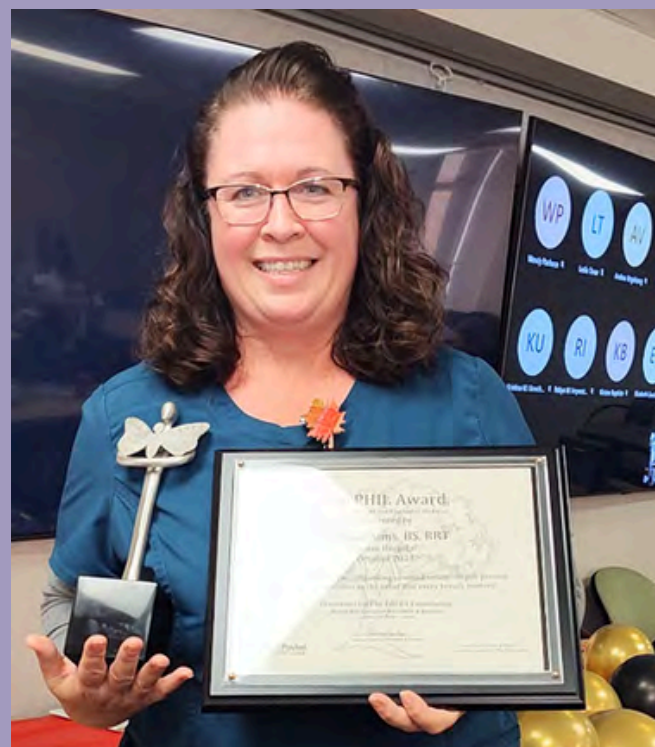


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Salem Health presents the PHIL Award annually to recognize a deserving respiratory therapist based on professional excellence and compassion in the care and education of patients with pulmonary diseases.

The PHIL Award was created in 2006 in memory of Philip Lamka, who passed away due to complications from interstitial lung disease. His family wanted to establish a way of acknowledging the valuable role the respiratory therapists play in the lives of patients with life-threatening pulmonary illnesses.

Respiratory therapists can be nominated by patients, their families, visitors and other caregivers, including fellow employees. Rachael Sims was selected from amongst twenty-six nominations as our 2024 awardee!



2024 Phil Award winner
Rachael Sims, RT

Preceptor recognition event 2024

Honoring our many outstanding preceptors



A preceptor recognition event hosted by clinical education on May 14, 2024, showcased the exceptional contributions of preceptors at Salem Health.

The event reinforced the importance of training, mentoring, and professional development while inspiring others to pursue preceptorship roles. This event would not have been possible without the support of our sponsor, the Salem Health Foundation.

The event took place in Creekside and had a 'cocktail hour' feel. Frank Sinatra was playing, delicious charcuterie was the fare, and mocktails were flowing. Each nominee received a gift bag and a certificate including their personal nomination.

With nearly 100 people in attendance, the event acknowledged and celebrated the contributions of preceptors at Salem Health, with a special recognition of the 50 preceptors that were nominated for an award in exceptional precepting.



Nominees

Maria Alvarenga
Kim Baglien
Jennie Banuelos
Kim Barker
Charity Brown
Jeremy Brannan
Derek Bremer
Ariel Buik
Yulianna Camacho Aguirre
Maria Canales
Gina Cave Marsch
Xochilth Chavez
Tyler Cluff
Dustin Cooley
Darren Craigberry
Soledad Cruz
Nikki Dyer

Allison Epstein
Kelsey Eslinger
Sarah Foster Griggs
Aaron Fraley
Macey Frei
Sarah Garcia
Travis Gonzalez
Sharilyn Gross
Michael Hamilton
Melissa Hancock
Mickie Hartley
Raeann Hogle
Cassi Johnson
Evelyn (Michelle) Jones
Shelby Kidd
Cortney Lehman
Gisselle Lyon

Jason Masuoka
Steve Mayberry
Aaron Meiggs
Diane Paquette
Kirsten Paschall
Mary Jo Pflaum
Ben Pinkham
Karishma Prakash
Emily Rice
Angelica Salazar
Brooke Seitz
Cameron Sexton
Jenna Shiferaw
Ara Spears
Jessica Thomas
Harvest Welke
Denise Ziak

Of the nominees, 4 staff received additional recognition based on their expertise and strength of nomination:
Photos L to R

- Excellence in Non-Clinical Precepting: **Steve Mayberry**
- Excellence in Precepting Students: **Karishma Prakash**
- Excellence in Precepting Nurses and Oregon Center for Nursing Preceptor of the Year nominee: **Diane Paquette**
- Excellence in Clinical Precepting: **Nikki Dyer**



We extend our gratitude to all preceptors for the dedication and commitment to training staff. Their efforts play a vital role in shaping the future of our health care system and ensuring the delivery of an exceptional experience every time for Salem Health patients.

Service Excellence Awards 2024



The Star Award program was created in 2009 to provide Salem Health staff an opportunity to recognize their peers: employees, medical staff and volunteers.

Award categories include Role Model for Excellence, Leader in Practice and Teaching of Excellence, Team Award, Stop-the-Line, Excellence Above and Beyond and the Hero award. Those nominated for Excellence Above and Beyond and Hero awards are also considered for the Service Excellence Award, presented at an annual awards banquet. Previous winners become part of the selection committee for two consecutive years to uphold the integrity for the award.

For 2024, the theme was “Excellence is Rad!” taking staff back to the 80's in music and dress for the annual banquet, no doubt dug from the back of the closet (or borrowed from parents!).

Human Resources took on the honor of hosting this year's banquet and took inspiration for the theme in honor of our longest milestones celebrated by three employees who began their journey with Salem Health in 1983.

This year's banquet also honored the Board of Trustees Hero of the year, Takahla Circle, with a moving tribute from Board Chair Dr. Combes (below).



Service Excellence Awards



2024 Service Excellence Award Recipients:

Albertine Barley — SH A6 E
Amanda Early — Cardiac Noninvasive
Amanda K. Griffith — CVCU
Amie M. Wittenberg — Nursing Administration
Andrea Bell — Pediatrics
Brian S. Jones — Emergency Department
Cheryl R. Nester Wolfe — CEO
Don B. Hollingsworth — Cardiac Noninvasive
Ellie C. Lamb — A7 E
Gabrielle L. Powell — Bariatric Surgery
Holly Brown — HIM Operations
Jacqueline M. Landers — Clinical Education
Jennifer A. Atkinson — NICU
Jennifer D. Tucker — Emergency Department
Katie L. Brant — Intensive Care Unit
Kayla R. Hall — Acute Rehab Services
Michael M. Dumpit — Respiratory Care
Michelle A. Rasmussen — SHMG Administration
Natalie Folkert — Musculoskeletal Therapies
Rachael M. Spilde — Respiratory Care
Rebecca D. Kitzmiller — Emergency Center
Susan LeGal — Pharmacy
Terry L. Motte — Volunteer, Spiritual Care
Tiffany K. Duell — West Valley Hospital Medication Management Clinic



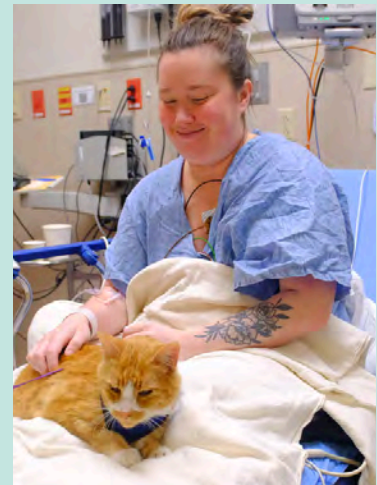
Volunteer Services: Pet Therapy

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In FY2024, Pet Therapy saw its biggest jump in utilization on record! After a 4SPS session and discussions about needs and demand, we expanded our service from nine teams to 16 teams over the course of the year. This allowed for our volunteers to serve 497 hours in FY2024 (130 more hours than FY2023), marking a substantial increase in the positive impacts our pets and handlers have in their primary focus group; patients, families and staff in frontline care areas.

The seven teams added to the program are the direct result of problem solving, focused recruitment and the help of our volunteer, Eric Schuman, who is an Alliance of Therapy Dogs trainer/observer. With Eric's help, we made a strong training program and removed barriers that previously held back pet therapy teams from joining our program. With more recruitment efforts continuing, we hope to see ongoing growth in Pet Therapy at Salem Hospital in the coming years.



Volunteer Services: Baby Cuddlers

SE



For many years our amazing, specially trained, and dedicated team of volunteer baby cuddlers have been an invaluable resource ensuring newborns receive necessary physical contact and comforting when their caregivers are unavailable. Their service has never been more needed as illicit drug use, particularly fentanyl, has increased in the community, leading to a tragic increase in drug-affected newborn babies. These infants experience withdrawal symptoms upon birth, which poses major challenges to their care and development in the first days and weeks of their lives.

In FY2024, 41 drug-affected newborns were cared for in our inpatient pediatric unit (a 17% increase from FY2023), requiring nearly constant physical contact and comfort. Our nearly 50 baby cuddlers generously donated over 2,000 hours of their time nurturing these babies at times when their caregivers could not. Our baby cuddlers are an invaluable part of the care team improving the quality of care provided to drug affected newborns. Employees also joined this volunteer workforce with over 20 employees volunteering as cuddlers in support of this vital effort in addition to the regular baby cuddling needs.

We tip our “baby caps” to each of our cuddlers!



Civic Engagement in Washington D.C.

SE

In June 2024, Lori Erni, RN (PACU) joined a coalition of 230 nurses from 30 states to engage in professional advocacy on Capitol Hill through the American Organization of Nurse Leaders (AONL). Annually, AONL prepares and hosts nurses from around the country to exercise their civic rights to meet with legislators in Washington D.C. and advocate for the nursing profession and those it serves. In preparation for meeting with legislators, Lori completed training modules, attended briefings and was partnered with four other nurses from Oregon to develop their “pitches” regarding certain pieces of legislation.

During this visit, the AONL nurses focused on the SAVE Act (for), FAAN Act (for), and the Nurse Staffing Standards for Hospital Safety and Quality Care Act (against). The SAVE Act is to enact federal protection for health care workers against violence and intimidation like those for flight attendants, flight crews and airport workers. The FAAN Act addresses the primary barriers contributing to the nursing workforce shortages by increasing the number of nursing faculty and clinical placement sites. The group opposed the Nurse Staffing Standards for Hospital Patient Safety and Quality Care Act, which gave rigid standards for staffing hospitals. This act did not help increase the number of nurses, but it limited hospitals and health care organization’s ability to hire support staff and increased the time involved in administrative paperwork.

Lori shared that this opportunity to engage in advocacy at the national level was inspiring and enlightening. She encourages others to seek out similar opportunities for civic engagement to use their professional voice for the betterment of the profession and those we serve.



Recognizing a remarkable career

SE

After 48 years of critical care nursing, mastering technology, standing her ground, earning prestigious Beacon Awards, sharing Magnet Moments, plus saving lives and inspiring others, **Ann Alway, MS, RN, CNS, CNRN**, retired in November 2023.

Here career included her start in CVCU on night shift. She then progressed to the role of House Supervisor. Then she became the nurse manager of Neuro ICU, followed by Critical Care Nurse Educator. Finally, in 1992, until retirement, Ann is most well known as the Critical Care Clinical Nurse Specialist (CCCNS).



Ann retired with two messages for those still growing in their careers: 1) be kind, especially when you are right; and 2) give someone a chance. The biggest change Ann saw over the course of her career is how the nurse perspective and experience with patients matters, and each nurse has a voice at the decision-making table. At her retirement party, Ann shared her most impressive practice that evolved in her career, going from paper charting to the electronic medical record. Especially now with artificial intelligence to help. Epic data allows nurses to see Deterioration Indexes for all patients. Ann used this daily before making rounds and collaborating with the interprofessional care team.

Ann is most proud of spotting a promising idea and letting clinical staff develop and implement the evidence-based change. Spreading the contagious gift of clinical inquiry, problem solving and getting the necessary outcomes for improvements in patient safety was her forte.

Fortunate for Salem Health, Ann continues to work as a Salem Health Volunteer, putting in at least four hours a week mentoring, coaching and inspiring staff to continuously improve their nursing practice and environment.



Ann's first day of employment at Salem Hospital and 48 years later with her famous red shoes.



Exemplary Professional Practice (EP)



Effective and efficient care services, interprofessional collaboration and high-quality patient outcomes.

Laboratory accolades

EP

For most, an experience with the lab may be a blood collection, or a report in their medical record. Few may ever get to see the the scale and complexity of lab operations, or the dedication and precision that laboratory professionals at Salem Health continuously demonstrate to enhance clinical excellence for our patients. However, all you need to do is ask about the lab, and you'll hear comments like, "The lab staff [are] some of the very highest performing staff: consistent with best practices and standard work, collaborative with nursing staff and compassionate with our patients," or "We all [know] you are awesome." What follows are some highlights of recent recognitions for excellence within Salem Health Laboratory .

Lab of the Year 2024

In spring 2024, Salem Health Laboratories was recognized 2024 Lab of the Year by Medical Laboratory Observer, a peer reviewed journal serving the laboratory community since 1969. Salem Health stood out for its commitment to improvement, said MLO Editor Christina Wichmann. Labs across the country were judged on achievement in five areas: Customer service, productivity, teamwork, education and training, and strategic outlook. Among the highlights were projects that improved availability and on-time readiness of blood products at West Valley Hospital from 70% to 100%. At Salem Hospital, inpatient phlebotomy improved on-time completion of AM rounds from 66% to 98%. Through targeted teamwork exercises, the lab improved employee resiliency by 40%. And in the process, their improvement work saved over \$4 million dollars for the healthcare system.

Karl Kamper, System Director of Clinical Support Operations, had this to say about the award: "I attribute this honor to our lean culture. Staff constantly work to increase efficiency, which improves patient care. The real credit goes to our 226 co-workers – even though only 30% are featured on the magazine's April cover, pictured here. I love this quote by Peter Drucker – 'Culture eats strategy for breakfast.' We are an example that culture combined with strategy can propel an organization to excellence. When that happens, our community wins. Our work has a direct impact on everyone – from patients and families to clinicians."

Salem Health Laboratories employ 226 people and handle 1.6 million test requests at its three high-complexity laboratories which support and oversee all point-of-care testing across our health system.



Candida auris

In 2021, Salem Hospital was the first hospital in Oregon to identify a patient with *Candida auris*. *Candida auris* is a newly emerging, antimicrobial resistant yeast. It is highly contagious and difficult to treat. The identification for this first was performed by our own microbiologists, who immediately took action to partner with our infection prevention program. As a result of those collaborations, **in February 2024 we became the first health system in Oregon to initiate a surveillance program for *Candida auris*.**

OHA Recognition

In fall 2023, the Oregon Health Authority presented Salem Health Laboratories with an award for being a vital partner and protecting public health during the COVID-19 pandemic. Salem Health Laboratories was among some of the few that participated in a state-wide laboratory consortium focused on navigating and implementing best practices in COVID-19 testing. Together, the Oregon State Public Health Laboratory and health system labs across the state participate to share professional information, evaluate response to public health concerns, prepare for emerging pathogens and other discuss other threats that could affect the laboratory's ability to support our communities. It allows us to collaborate with other leaders as we plan and share best practices. Through the consortium, our laboratory bench marked our testing performance against other hospital and health systems in the state. Participation enabled us to always be at the front of care for our patients and community.



Izzy Rodriguez-Snowden, Regional Lab Manager,
Kate Hainsworth, West Valley Hospital Lab Manager
and
Karl Kamper, System Director of Clinical Support
Operations accepted the award.

“Our laboratories made a significant difference in the fight against COVID-19, and it's a testament to their expertise, resilience, and teamwork,” said Jamie Rouse, Director of Salem Health Laboratories. “Laboratory team members demonstrated an extraordinary ability to adapt to rapidly changing circumstances, collaborate seamlessly, and maintain a high level of professionalism which has been truly remarkable. Their contributions extended far beyond the walls of the laboratory, impacting countless lives in a positive way. They are the unsung heroes of this pandemic, and I am incredibly proud to lead such an exceptional team.”

Protecting Patients and Reducing Blood Draws

In 2024, the laboratory led an initiative to protect patients from the risk of transfusion with incompatible blood products. Partnering with nurses and other clinicians, the laboratory led a redesign of the specimen collection process that is designed to prevent selecting an incompatible blood product for patients with no prior transfusion history, by independently performing a second verification of the patient's blood type prior to transfusion. Not only did this improve patient safety, but it also reduced unneeded specimen collections by 70% for transfusion patients. The collaborative effort to improve patient care is another example of how the laboratory continues to ensure clinical excellence.

IDEAL Team

Inclusion, Diversity, Equity and Learning



IDEAL and HWA Initiatives

FY24 was a time of growth and impact as the IDEAL team made significant strides in cultivating the organization's commitment to inclusion, diversity, equity, and learning (IDEAL), as well as in fostering a respectful and safe work environment through the Harmful Words and Actions program. The team worked closely with a variety of departments, reflecting the organization's ongoing commitment to building a more inclusive, respectful, and safe culture for employees and patients alike.

Closing systemic inequity gaps

A systemic inequity gap is defined as a system, standard, or lack of adherence to a standard, which hinders individuals or groups from participating, succeeding, and thriving in their environment. Each year the IDEAL team works to address systemic inequity gaps within our organization as identified by the IDEAL Advisory Council.

In FY24, the IDEAL team collaborated with Clinical Education to provide standardized work and a tip sheet in efforts to ensure that annual, required, non-clinical HealthStream trainings meet a reading level range between 6th and 8th grade. This initiative helped to enhance nonclinical training, with a focus on increasing accessibility.

To address another systemic inequity gap, and in line with the organization's commitment to equity and inclusion, together with Language Access Services the team undertook the task of translating essential patient documents into Spanish, Russian, and Chuukese. To make these resources more accessible, the team secured catalog numbers for these documents, allowing them to be ordered through the Document Service Center. Furthermore, a new SharePoint site was launched, housing translated vital patient documents and providing an easy-to-navigate library. The site also facilitates requests for translations of both vital and non-vital patient documents, improving patient experience for those who speak languages other than English.

IDEAL Education System:

A foundation for ongoing development

One of the team's major accomplishments in FY24 was the creation of the IDEAL Education System, a robust framework providing "just-in-time" education and continuous development across the organization, including a new catalog of training topics to better serve employees. The team has also actively collaborated with managers, ANMs, supervisors, and other leaders through one-on-one or small group sessions, offering personalized guidance on IDEAL-related topics.



HWA: Promoting a Safe and Respectful Work Environment

Salem Health has put a lot of effort into reducing violence in the workplace, and it's paying off. Increased awareness and use of violence prediction tools, like the one below, are part of the measures that have helped cut down reported incidents of physical violence by 21% in the past year. The Harmful Words and Actions (HWA) program has gained national recognition from the Joint Commission and its unique approach to violence.

In FY24, Salem Health continued to focus on preventing Harmful Words and Actions (HWA). The HWA Sub-Committee, with over twenty-five members, met bi-monthly to work with nursing leaders, frontline teams, clinical partners, security and medical groups. Together, they create a work environment that actively condemns harassment and violence. The committee also addressed specific drivers of physical harm and used risk-based modeling to identify high-severity areas and job roles that may need more resources or focused problem solving.

The culture at Salem Health has evolved to encourage reporting and addressing issues in the moment. Staff are empowered to act against workplace violence, echoing, “No more, no longer,” supported by executive sponsors like the CEO, who continues to advocate for employee rights and champions the importance of a safe work environment. Sustaining strong leadership commitments has been crucial in advancing the culture, providing the necessary support and resources to ensure that initiatives like the HWA program are successful.

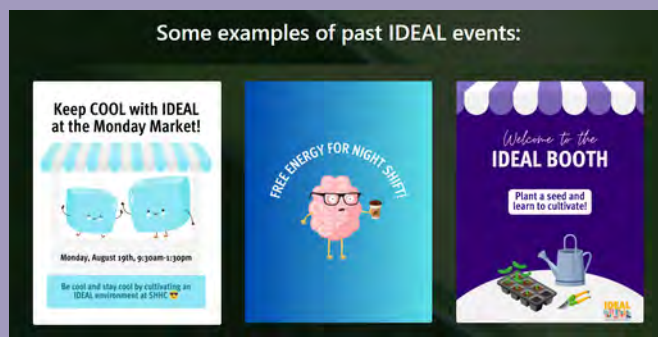
Inclusive Efforts for Employees

The IDEAL team also continued its efforts to close previously identified systemic inequity gaps within the organization. In June 2023, pronouns on staff badges were introduced as part of a broader push for inclusion. In FY24, the initiative was expanded, increasing the number of pronoun options from three to six, empowering employees to express themselves in a way that aligns with their identity.

IDEAL Monthly Calendar: Celebrating Diversity and Educating the Workforce

A hallmark of the IDEAL team’s work is the IDEAL Monthly Calendar, which highlights key holidays, commemorative events, and awareness days relevant to employees and the communities they serve. In FY24, over 312 holidays and commemorations were featured, including 50 educational articles shared via Daily Dose to help employees learn about these observances.

The IDEAL team also made improvements to the way this information is communicated. Starting in January 2024, we began publishing IDEAL Monthly Calendar Highlights on Leadership Link a few days before each new month, ensuring that leaders could preview and share them with their teams. In February, more detailed descriptions of events were added following a request from the IDEAL Advisory Council, providing additional context for each date on the calendar. Some of these dates were also highlighted through staff events at Salem Hospital, West Valley Hospital and the off-campus clinics.



Salem Health attracts global talent with IENs!

EP

A needed solution

Hospitals all over the country are experiencing a nursing shortage. The unique circumstances of the COVID-19 pandemic, new staffing laws and a reduced number of nurses entering the workforce highlight the need for a solution.

Internationally educated nurses (IENs) have been integral in addressing this issue. An IEN is a licensed nurse that could come from many different countries where they were previously educated and employed as nurses. Salem Health is committed to hiring the best nursing staff and recruiting global top talent.

These nurses, educated and experienced in their home countries, also meet Oregon's nursing certification requirements. They must pass the NCLEX, meet the Oregon State Board of Nursing standards and pass English proficiency exams before they can be employed as nurses here. They are qualified individuals.



Cross-cultural collaboration

As an organization which values continuous improvement and ongoing learning, we recognize that there is always something we can learn from one another. IENs have education, experience and expertise that we can learn from just as they can learn from us.

Research shows that having more internationally educated nurses leads to increased collaboration among health care workers in the unit. Additionally, units with more IENs experience less turnover, as these nurses tend to stay in their jobs longer than their U.S.-educated peers. In other words, units with more IENs enjoy a more stable nursing workforce, which in turn fosters a more collaborative environment.

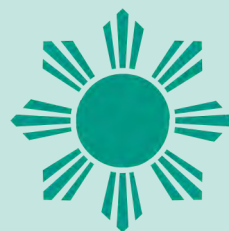


Respect for People

Salem Health is committed to cultivating an inclusive, diverse, equitable and learning culture environment. Our commitment to an IDEAL workplace extends to our IENs. We support IENs and demonstrate *Respect for People* through inclusion in team-based problem solving, valuing unique perspectives, showing appreciation for contributions, and recognizing the challenges associated with immersion into a new social health care culture.



that were internationally educated are currently employed by Salem Health



Most of our IENs come from the Philippines



is the length of an IEN contract



An estimated 12% of the U.S. nursing workforce are IENs

Campus security enhancements

EP

Salem Health has a strong commitment to ensuring the safety of staff and patients alike. In response to societal trends, a tragic fatal shooting incident at a neighboring Portland-area hospital in the summer of 2023, and an outpouring of staff voices, Salem Health rapidly began an initiative to transform security on Salem Health campuses starting in Fall 2023.

With the insight of a security consultant, the Security Department and a dedicated project team went to work evaluating the campus and making numerous changes that would increase security and safety for the benefit of staff, patients, and visitors. Over the following months, major actions were taken.

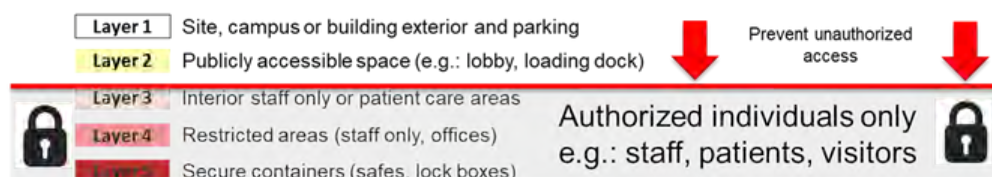
Many of these interventions are part of an overall effort to create “layers of security” levels by which every area throughout the organization has appropriate accessibility levels for staff and visitors. This ensures that anyone that has access into a given area has gone through weapons screening and/or has the appropriate clearance or permissions to be in the area.

The other aspect of the security enhancement project is increased presence and capability of security personnel throughout the campus. By doing both proactive rounding, and being ever at the ready to respond to “code grays” and other situations the team of Salem Health security officers serve a valuable role in ensuring a safe environment on Salem Health campuses where staff can focus on providing excellent care and services, and patients and visitors can focus on healing.

This work is ongoing with a timeline to finish all security enhancements by the end of 2026.

Security Enhancement Interventions

- Weapons detection/screening at all public building entrances
- Hiring contracted security personnel to staff all secured public entrances
- Hiring additional SH Security Officers with expanded coverage and presence
- Facility upgrades to ensure all care departments have lockdown capability by which any unit can be fully locked down remotely by security.
- Restricting and securing all access points into Salem Health buildings with either badge-only staff entry or continuously-manned security screening stations
- Developing an armed security program to rapidly respond in the event of an active shooter scenario.



New Knowledge (NK)

Staff integrate evidence-based research into clinical and operational processes.



Professional Practice Day

NK

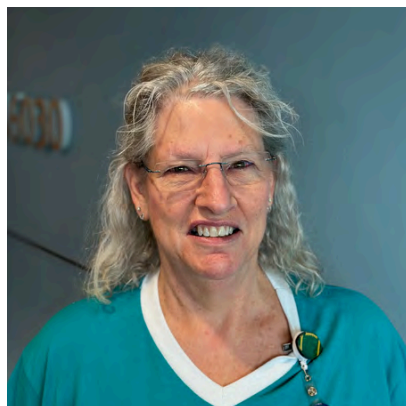
Salem Health Hospitals and Clinics celebrated Professional Practice Day (PPD) on December 7th, 2023. This annual event is an opportunity for staff to share new knowledge across the organization with their excellent quality improvement and clinical innovation projects, and engage in professional development by gaining experience with abstract writing, developing posters and presenting. In 2023, there were nine projects that participated. Each participant went through the process of writing, refining and submitting a formal abstract to the PPD Committee for review and scoring, and then going through the same process with developing a professional poster. Additionally, a handful of projects were selected to provide podium presentations during the December event. A sincere thankyou goes out to all participants!



Winner of PPD
Committee Best
Abstract Award:
Hong Lee



Winner of PPD
Committee Best
Abstract Award:
Donna Thomas



2023 Projects

- Cardiopulmonary Bypass Residual Volume Processing Methods and Patient Blood Management
 - Scott Beckman
- Educating Patients about Possible Delays to Improve Patient Satisfaction
 - Sarah Wagnier
- Empowering the Survivor of Traumatic Brain Injury With a Collaborative Treatment Model
 - Rebecca Burke
- Increasing Knowledge in Post Sepsis Syndrome in Patent Populations
 - Sierra Schneider
- Increasing Weight Loss Success for Pre- and Post-Bariatric Surgery Patients
 - Elisa Bledsoe
- Keep Your Move in the Tube: Mobilizing Safely After Open Heart Surgery
 - Ted Anderson
- Moral Distress from Inappropriate CPR
 - Hong Lee
- One Pill Can Kill: Illicit Fentanyl in Our Community
 - Nancy Bee
- Stop Those Heart Failure Readmissions!
 - Donna Thomas

Educating patients about possible Delays to Improve Patient Satisfaction

Sara Wargnier, BSN, RN, PCCN; Victoria Bernhard, BSN, RN; Molly McGuirk, BSN, RN; Chelsea Armentano, BSN, RN, PCCN; Angie Clemens, RN; Amy Crain, BSN, RN, PCCN

Empowering patients to be informed members of the healthcare team engages them in the process and increases their satisfaction!

Background

Interventional Recovery Unit provides pre and post care for outpatients undergoing procedures in the Cath Lab and Imaging Department. Scheduled procedures are impacted by urgent inpatient and emergency department needs, often causing delays. Patient satisfaction scores have been historically low related to patient delays.

Purpose

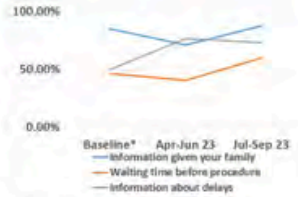
Interventional recovery Unit Department Council committed to improving our patient satisfaction scores through clear communication with our patients regarding any delays in their procedure.

Methods

Patient Education Brochure to explain procedural delays given to each patient. Intentional rounding to keep patients comfortable while they wait. Cath lab RN communicates with IRU RN regarding delay/Primary RN communicates with patient and care team. Visual Aids created for staff communication.



Press Ganey survey allowed IRU to focus on outcomes related to information received regarding delays.



Patient Survey Questions:

Information given your Family
Baseline 85% up to 88%

Information about Delays
Baseline 50% up to 73%



Conclusion

Communication between nursing and patient about care plan and delays gives patients a sense of belonging and control.

Implication for Practice

Practicing effective communication skills with patients can provide a positive experience for them during their stay.



Scan the QR Code for Access to the Patient Education Brochure



This poster was made possible by a grant from the Salem Health Foundation.

Contact Information

Sara.Wagnier@SalemHealth.org



Winner of People's Choice
Award for best poster:
Sarah Wagnier

ONRQC 2024



Salem Health is part of the Oregon Nursing Research & Quality Consortium (ONRQC), which includes leaders in research and evidence-based practice from Salem Health, OHSU, VA Portland Healthcare System, Providence Health & Services, Legacy Health and Peace Health. Salem Health was proud to host ONRQC's annual evidence-based practice conference, "Inspiring Practice with Evidence," on April 15, 2024, in the Wedel Auditorium.

The conference engaged clinical staff, using examples of evidence-based practice, to improve nursing care and patient outcomes.

Participants outcomes included:

1. Describe how incorporating EBP into daily activities cultivates ownership of nursing professional practice.
2. Identify three examples of professional accountability.
3. Recognize three ways to promote equity using evidence.

Sarah Horn, MBA, BSN, RN, NE-BC, RNC-LRN, Senior Vice President and Chief Nursing and Clinical Operations Officer for Salem Health, welcomed more than 100 nurses from across the state of Oregon, and Jennifer Mensik Kenney, PhD, MBA, RN, NEA-BC, FAAN, president of American Nurses Association (ANA), delivered the opening and closing keynote speeches. Dr. Kennedy shared experiences about professional accountability and promoting equity using evidence.

The conference included podium presentations from six additional nurse speakers who shared clinical inquiry examples from hospitals within the consortium, including Salem Health's own Heart Failure Navigator, Donna Thomas, BSN, RN, PCCN, CHFNP. In addition to podium presentation, participants enjoyed meeting poster authors on site to share information about their projects. Posters were submitted representing OHSU, VA Portland Healthcare System and Providence St. Joseph Health.

Salem Health is honored to be hosting the ONRQC conference again in April 2025.



International Sepsis Day Conference

NK

Beginning with the first Sepsis Guidelines in 2004, the sepsis committee has led Salem Health in providing sepsis education to all providers and staff cutting-edge studies and the rapidly evolving changes to best practice. Nov. 6, 2023 saw the Sixth International Sepsis Day conference at Salem Health, which has expanded from a four-hour presentation session to a full-day conference.

Two keynote themes of the “ISD 2023: Increasing Knowledge, Improving Practice,” were the need for increased awareness and practice changes regarding Antimicrobial Stewardship (AMS), by Danielle Britt, Pharm D, and the first presentation on Mixed Septic & Cardiogenic Shock by doctors Johnson and Arenas.

The conference was a success because of the commitment of many provider groups participating in the event. There was involvement from pediatrics (Jill Peason, Aimee Kwon), neonatology (Mathew Egalka,) intensive care (Marty Johnson, Faye Bader, Kameron Firoozi), infectious disease (Jasmin Chaudhary, Buck Schulz), cardiology (Ivan Arenas) and surgery (Carrie Allison). Furthermore, providing comprehensive commitment was leadership from infectious prevention (Carolyn Weins, RN), pharmacy (Danielle Britt, Pharm D, MA) and education (Caitlyn Wells, RN).

This event was made possible by the organizational work by Yelena Seroshtan, April Gavin, Caitlyn Wells, Stephen Kerns, Tim Lamberson and the support of those on the sepsis committee, all of whom have dedicated themselves for many years to making this almost-yearly event possible.

Presentation topics included a “Parainfluenza Outbreak” (Chaudhary, Egalka, Weins), “Dual Pediatric Cases” (Peason, Kwon), “Critical Care Surgical Case” (Bader, Allison, Shultz), AMS Topic: “UTI’s: Are They Real? Are They Not?” (Britt), “Cardiology and Sepsis” (Arenas, Johnson), “Sepsis or Not” (Firoozi), “Microbiology of GU Infections” (Shultz) and “Jeopardy: Updated Key Points” (Wells, Schneider).

G. Sierra Schneider, DVM, BSN, RN, CCRN, RRT
Sepsis Coordinator
ICU Coordinator



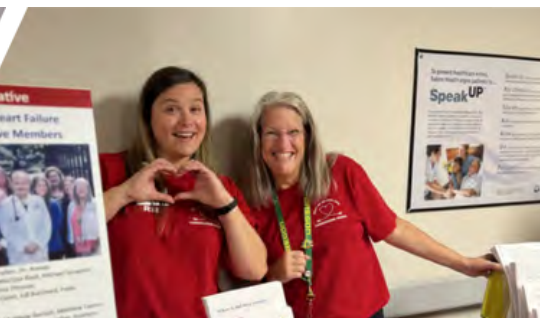
Cardiogenic Shock Day

On Sept. 13, 2023, CVCU, the Cath Lab, and the CV Service line joined forces to promote early recognition and new evidence on the management of cardiogenic shock. To kick off the day, Dr. Jacob Abraham, a national leader in the management of cardiogenic shock, spoke to a filled auditorium of nurses, physicians and administration about the newest advancements with the disease process. A young patient followed and spoke about her time at Salem Health, and how our early identification and rapid transfer to a hub facility saved her life.

The energy continued with a hands-on learning fair where staff got to experience the importance of lactate clearance, pulmonary artery catheter utilization and use of the "shock board" for a universal way to communicate with one another. Lunch time was filled with three quick lunch-and-learns with Dr. Johnson, Dr. Arenas and Dr. Mercardo where they invited us to consider new literature on the management of mixed shock, heart failure and mechanical circulatory support for cardiogenic shock.

The event far exceeded expectations as it not only acted as a catalyst for promoting this complex disease process, but it highlighted how when a system as large as ours comes together for a common goal, big results can happen. Kudos to all who participated in the event.





World Diabetes Day event

NK

In November 2023, with the generous support of the Salem Health Foundation, the Diabetes and Nutrition Center successfully hosted its first-ever World Diabetes Day event, dedicated to education, awareness and community engagement. This initiative aimed to enhance understanding of diabetes management, prevention strategies and the latest advancements in care.

For our inaugural year, we were thrilled to welcome more than 250 attendees, including hospital staff, community members, and health care professionals. Our dedicated team of registered nurses and registered dietitians engaged directly with participants, providing valuable guidance on diabetes care. Additionally, we were honored to have four industry-leading vendors on-site, offering insights into innovative diabetes products and management solutions.

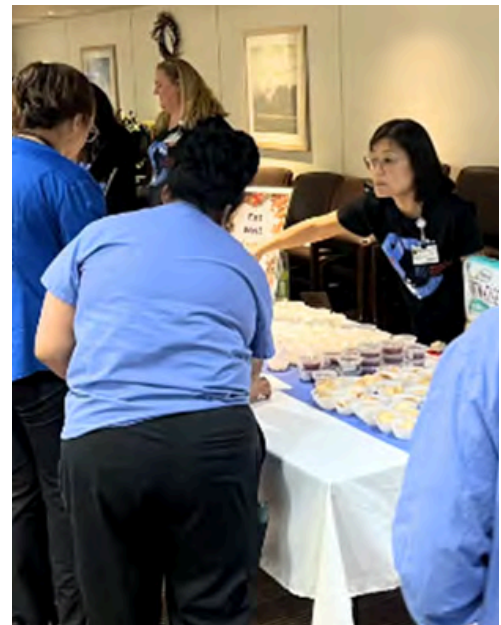
One of the most impactful aspects of this event was the opportunity to bridge the gap between inpatient and outpatient diabetes care. By educating our inpatient teams on best practices for managing diabetes across the continuum of care, we empowered health care providers to support seamless transitions for patients — from hospitalization to outpatient monitoring and education. This initiative not only strengthened internal collaboration but also reinforced our commitment to comprehensive, patient-centered diabetes care.



The response to this event was overwhelmingly positive. Staff members expressed appreciation for the opportunity to enhance their knowledge and skills, while patients and community members shared their gratitude for the recognition and celebration of advancements in diabetes care.



The Diabetes and Nutrition Center remains steadfast in its mission to provide exceptional care and support for our community. In the past calendar year alone, we facilitated 4,561 patient visits, reflecting our ongoing dedication to nutrition education, diabetes management, and overall wellness. As we look ahead, we are committed to expanding our reach, fostering community partnerships, and continuing to lead the way in diabetes education and support.



Ongoing impacts: Happiness Advantage research study

NK

The Happiness Advantage research study, an unblinded randomized control trial of 200 Salem Health health care workers was conducted from March 2021 through May 2023. In this study, the experimental group conducted a positive psychology intervention (PPI) that included the reading of The Happiness Advantage by Shawn Achor followed by a 21-day challenge to start or improve behaviors that science has concluded will increase happiness. The control group led their lives as usual and provided data only to compare with the experimental group. The RCT showed a 17% improvement in subjective happiness in the experimental group compared to the control group. These participants retained their subjective happiness by 70% 18 months after finishing the PPI.

In March of 2023, Nancy Dunn and Sara Nash got notified that their research abstract was accepted for a one-hour podium presentation at the 2023 ANCC Magnet conference in October. The following month, they surprisingly discovered that ANCC chose Shawn Achor to do the opening keynote for all 13,000 nurses. In Shawn's keynote, he referenced the Salem Health research eight times and encouraged attendance of Nancy and Sara's presentation. This resulted in over 2,000 attendees — standing room only! Together, Shawn, Nancy and Sara started a ripple spread of happiness in the health care industry. Nancy and Sara have subsequently consulted with 20 hospitals and health care systems to implement their PPI and/or replicate their research with a stronger study design.

In June 2024, Nancy submitted the research as the NK2 (Provide a synopsis of one completed nursing research study conducted in the applicant organization that is institutional review board-approved (IRB-approved) or determined exempt by organizational review.) for the Magnet portfolio for Salem Hospital's fourth application to be re-designated as a Magnet facility.

Before publishing this annual report, Nancy and her research team successfully published their research in the January 2025 issue of the Journal of Nursing Administration (JONA). More on that in next year's report.

Research team:

- Primary Investigator: Nancy Dunn MS, RN, Clinical Excellence Coordinator.
- Co-Investigators:
 - Sara Nash, MSN, RN, CMSRN, NE-BC, Infection Preventionist
 - Paul Howard, PHD, MLIS, CHEC Librarian
 - Frieda Ryan Anzur, BSN, RN, OCN, Assistant Nurse Manager, Medical Surgical Oncology
- Additional authors:
 - Margo Halm, PhD, RN, NEA-BC, FAAN
 - Elizabeth Whitney Lora, BA
 - Jeff Gau, MS





Salem Hospital facts

644 Licensed acute care beds

Part of Salem Health Hospitals & Clinics, the mid-Willamette Valley's largest private employer, with more than 6,400 employees

Three-time Magnet designated

Home of one of the busiest ERs on the west coast

Salem Hospital 2024 statistics:

- Births – 3,024
- Diagnostic imaging procedures – 264,516
- Emergency department visits – 115,479
- Laboratory procedures – 1,862,600
- Patient meals and meal equivalents served – 717,798
- Surgeries – 16,167

