

SPRING 2012

Frontiers

The University of Tennessee Medical Center & The University of Tennessee Graduate School of Medicine



NURSING EXCELLENCE

The Difference at an Academic
Medical Center.

Magnet®

Partners in
Excellence

Leading
Change

Seeking
Innovation

For Alumni and Friends

Mary Alice Bozeman

51 Years of Delivering Exceptional Nursing Care



**UT THE UNIVERSITY OF TENNESSEE
MEDICAL CENTER**

Photo by J. Miles Cary/Knoxville News Sentinel

"51 years ago I first walked on the campus of the University of Tennessee Medical Center as a student nurse. The time seems short; however, the changes are many. As I look back through the years, what has not changed is the heart of nursing: the compassion nurses feel for their patients and families and the never ending quest for excellence, quality, and safe patient care."

Mary Alice Bozeman, RN, director of Emergency Services reflects back on her nursing career, which began when she was just 17 years old. From nursing student, registered nurse, chief nursing officer, and now director of Emergency Services, Bozeman's most cherished item from her time as a nursing student is her cap.



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Frontiers

The University of Tennessee
Medical Center and The
University of Tennessee Graduate
School of Medicine Frontiers

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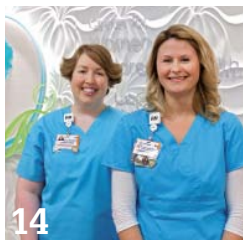
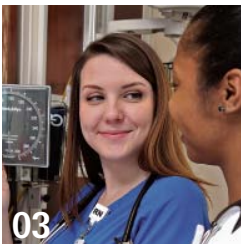
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Wisdom for Your Life.



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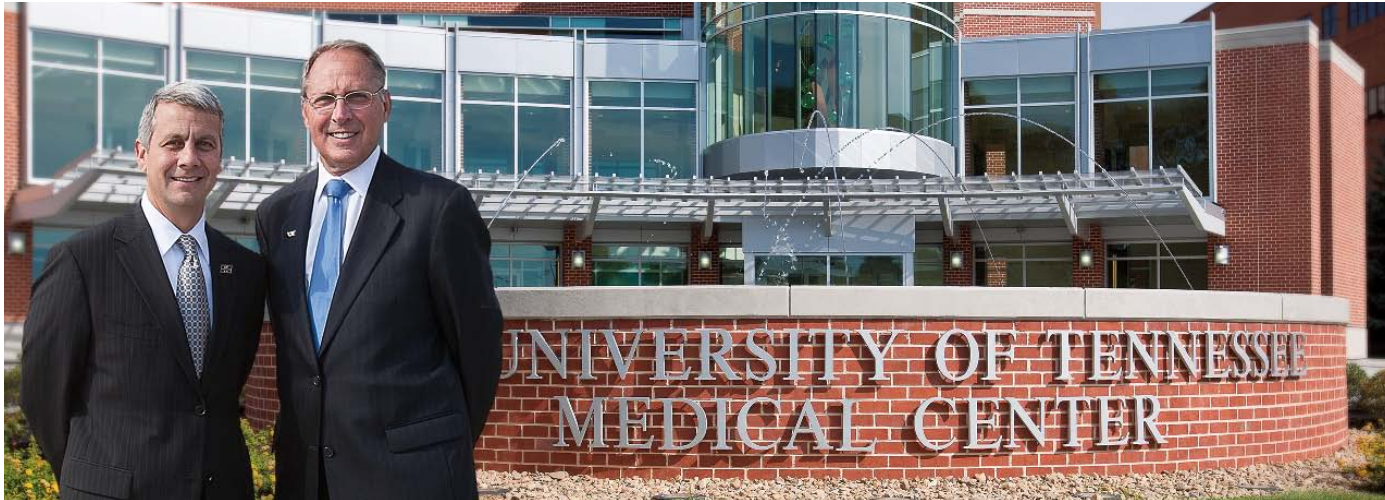
About the Cover

Individuals at the University of Tennessee Medical Center make daily contributions to the health and well-being of our patients and our community. But excellence isn't based on individual achievement. It's what happens when nurses, physicians, residents, and the entire patient care team, work together to produce **Nursing Excellence**.



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Dear Alumni and Friends,



As the region's only academic medical center, we continue to focus on our mission to serve through healing, education, and discovery with nursing being an ingredient for success. This, among many other aspects of ensuring the delivery of high quality, safe, and efficient care, led us on our journey toward Magnet® recognition.

As you read in this issue of *Frontiers* about our nursing program, excellent patient care, and our pledge to our patients and their families, you will learn about many initiatives involving nursing and the importance of the unique and coveted achievement of Magnet recognition.

Our unwavering decision to strive for Magnet recognition gave us the opportunity to showcase our contributions and successes in our already daily practices. As the work continues, encompassing our entire staff, we will use our new found recognition as a foundation for other national endeavors. With the dedication of our physicians, residents, nurses, and all staff, we will continue our mission to give our patients and their families quality care and maintain excellence while building on our opportunities for improvement.

We are proud to have accomplished such a milestone and a mark of excellence with strong value for our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe R".

Joseph R. Landsman, Jr.
President and Chief Executive Officer
University Health System, Inc.

Excellence in healthcare requires commitment from a team of professionals, including physicians, nurses, residents, fellows, and others. The Magnet designation denotes a level of excellence unique to nursing professionals but beneficial to the entire healthcare team. Simply put, it results in a higher level of care for patients.

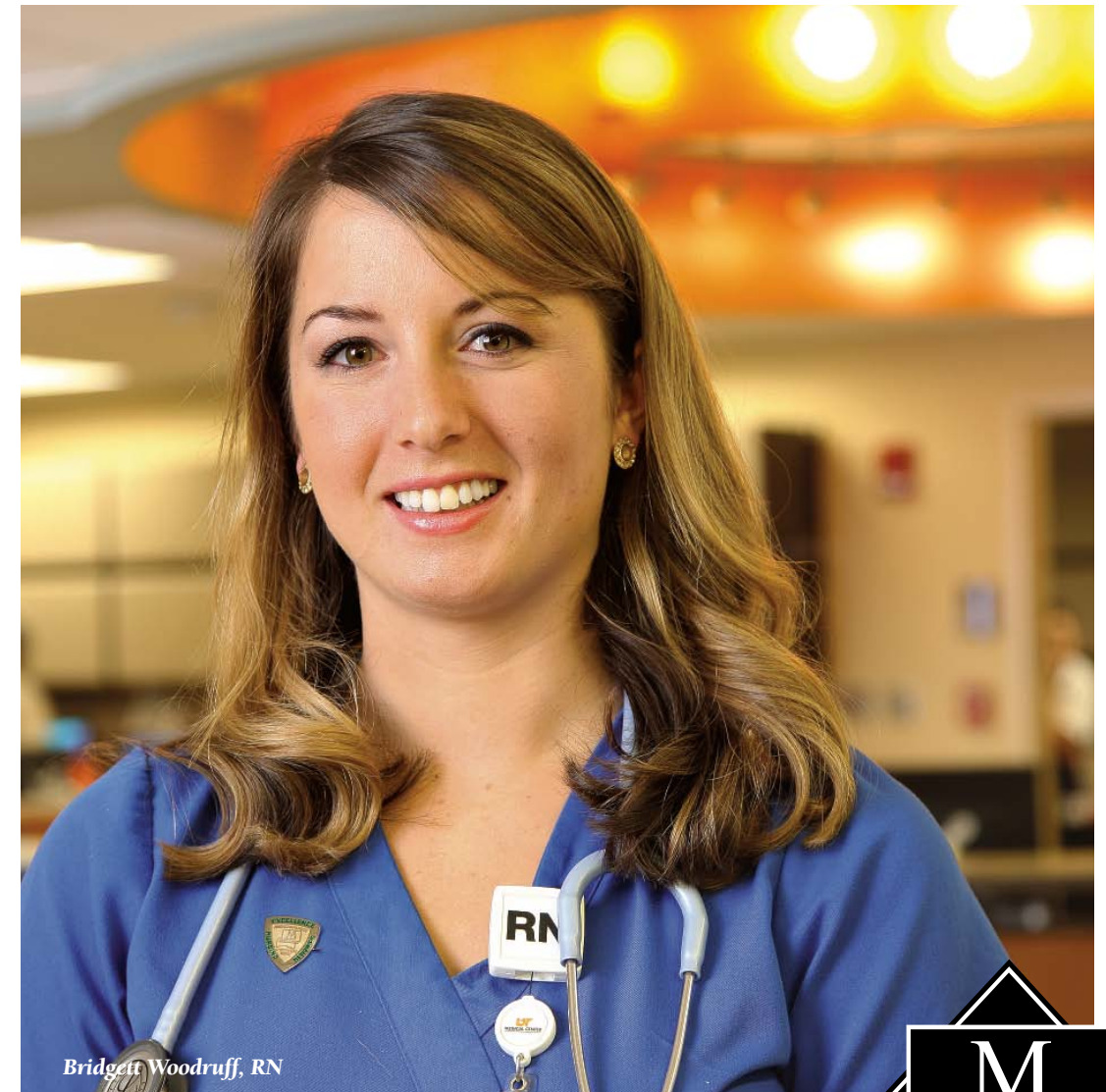
The UT Graduate School of Medicine is proud to be a partner with a Magnet-designated medical center. The level of excellence achieved by the medical center nursing staff is echoed in the educational programs, patient care, and research at the UT Graduate School of Medicine. Together, our commitment to quality means the best care for the families of East Tennessee.

In this issue of *Frontiers*, I hope you can learn more about how nursing professionals play an invaluable role in providing exemplary healthcare at the University of Tennessee Medical Center, how our nurses continually strive for excellence and are lifelong learners, and how they participate in important research that leads to higher standards of care. More importantly, I hope through these words, you are able to see our commitment to providing care that is not only recognized on a national level but also is experienced every day by our East Tennessee neighbors.

Sincerely,

A handwritten signature in black ink, appearing to read "James J. Neutens".

James J. Neutens, PhD
Dean
UT Graduate School of Medicine



Bridgett Woodruff, RN

Nursing Excellence

The difference in a Magnet® hospital

By Janell Cecil

The national Magnet Recognition Program® acknowledges healthcare organizations that emphasize and achieve nursing excellence, quality patient care, and innovations in professional nursing practice. The seeds of the Magnet® program were planted when a task force on hospital nursing conducted a study in 1983 to identify work environments that attracted and retained well-qualified nurses and promoted excellent nursing care. >>



Mission:
To serve through healing,
education, and discovery.

Vision:
To be nationally recognized for excellence in patient
care, medical education, and biomedical research.

Values:
Integrity • Excellence • Compassion
Innovation • Collaboration • Dedication

Meet Our Magnet Coordinator

In 2007, I was interviewed and selected to be the Magnet Coordinator, and in just four years, I have seen our entire nursing staff grow professionally and transform as we became the region’s designated Magnet hospital.

I have had the unique opportunity to be a part of this culture where nurses and physicians have a strong and ongoing partnership for better patient care. Our goal in 2007 was to achieve Magnet designation because it was the right thing to do for our staff and patients. The journey wasn’t always easy, but in the end, was well worth every challenge.

My goal is to preserve this status and help maintain the rigorous standards a Magnet hospital, like the University of Tennessee Medical Center, upholds. Being a nurse myself for 31 years, it is a great honor to help inspire other nurses and clinicians to perform at their fullest potential, and to implement nursing best practices throughout the medical center.



Cathy Kerby, RN



Ashley Keck, RN, and Latasha Turner, RN

A few years later, the American Nurses Association developed the Magnet Hospital Recognition Program for excellence in nursing services, building on the results of earlier studies. As the program has progressed over the years, continued research has supported the development of Magnet characteristics. A statistical analysis of the Magnet evaluation scores, conducted in 2007, yielded an empirical model for the program. Its five key components are transformational leadership; structural empowerment; exemplary professional practice; new knowledge, innovations and improvements; and empirical outcomes.

As the Magnet Recognition Program evolves, it becomes even clearer that the requirements a hospital must fulfill to earn the Magnet designation creates an infrastructure for excellence. The organization must present evidence of a culture of quality and innovation, both in writing and in an on-site

inspection. In addition, it must lead the way in quality patient outcomes by using a framework of evidence and spirit for scientific inquiry. The work environment Magnet designation creates attracts and retains highly skilled caregivers.



Randy Booth, RN



Our Magnet Champions (seen above) helped lead the way in achieving Magnet designation by demonstrating nursing excellence throughout the medical center.

The University of Tennessee Medical Center Journey

Here at the University of Tennessee Medical Center, we are committed to excellence. Together, we knew our next step in our journey was to apply for Magnet designation. For this reason, our nursing division began the process of assessing the strengths and weaknesses of nursing practice at the University of Tennessee Medical Center by conducting a gap analysis in 2008. Action plans were drawn up and multidisciplinary teams were created to implement them, led by nursing but integrated with and supported by all members of our healthcare team.

In 2009, the University of Tennessee Medical Center took the first step toward official recognition on the national level by formally filing an application for acceptance into the Magnet program. The following year, after the application had been reviewed, we received notification of its acceptance. With that, the intense work of writing a document to present the evidence

that all Magnet criteria were being met began. The document included over 85 organizational eligibility requirements and criteria for Magnet designation. Some of which included: evidence that the organization collected data on nurse-sensitive quality indicators, that also tracked patient safety and outcomes, at the unit level and benchmarked this data against the highest/broadest level possible. Also in this documented evidence was that the University of Tennessee Medical Center had one individual serving as the Chief Nursing Officer (CNO), and held at a minimum, a master’s degree. Evidence also showed that 75% of the medical center’s nurse managers had at least a baccalaureate degree in nursing. The document was ready on April 1, 2011, and some 4,000 pages of evidence went to three Magnet appraisers, who independently read and scored the material.

The next step, a three-day site visit by the appraisers, was scheduled for

August. Before the visit, the medical center gave everyone in the hospital and the community an opportunity to review the evidence document and provide comment. The Magnet appraisers visited every medical center unit where nurses work, with the mission of verifying, amplifying, and clarifying the contents of the written documentation. They also conducted interviews with patients and families, community representatives, and the Colleges of Nursing faculty. After three long days and multiple interviews, they confirmed the evidence documented and prepared a final report for the Commission on Magnet, the body that reviews final findings by appraisers. A vote determined the outcome of this process. On October 17, our chief nursing officer and several hundred employees were notified of the commission’s decision to designate the University of Tennessee Medical Center a Magnet recognized hospital. ►►

Benefits of Magnet Designation

The primary service hospitals provide is nursing care.

Approximately 7% of all registered hospitals in the country currently hold the prized Magnet designation, a mark of excellence with strong value for all stakeholders.

Studies indicate that Magnet hospitals have higher percentages of satisfied RNs, lower RN vacancy and turnover, improved clinical outcomes, superior nurse autonomy and decision-making capability, and improved patient satisfaction.

U.S. News & World Report, which ranks and reports on the best medical centers in 16 specialties, uses the Magnet designation as a primary indicator of competence. Eight of the top 10 medical centers on the magazine's "2011-12 Best Hospitals Honor Roll" are Magnet organizations, and six of the top eight hospitals on its "2011-12 Children's Honor Roll" are Magnet recognized. Leapfrog, the nation's oldest survey comparing hospitals' performances in safety, quality, and efficiency, gives full credit in its "safe practice" scoring only to organizations with the Magnet designation.

The Magnet program requires hospitals to have dynamic and responsive leadership, strong organizational structure, and a culture of innovation and quality—characteristics

that produce a positive work environment for nurses and, by extension, all employees.

At the University of Tennessee Medical Center, we use comparative benchmarks set by the National Database of Nursing Quality Indicators (NDNQI) to meet the Magnet requirements because the NDNQI compares 893 hospitals, 18,745 specific nursing units, and 326,750 participating nurses nationwide. Also evaluated in the NDNQI by participation, is nursing satisfaction. Over the last seven years, our nursing staff satisfaction scores regarding the nursing role, managers, colleagues, and environment have improved every year. Additionally, this year our nurses have exceeded the mean in 18 out of the 20 measured indicators. The nurse sensitive quality indicators have improved as well. The indicators measured were central line associated blood stream infections, catheter associated urinary tract infections, ventilator associated pneumonia, falls, hospital/unit acquired pressure ulcers, and restraint usage. These indicators help track patient safety and outcomes in our institution.

We take great pride in being the first hospital in Knoxville, and the third in the entire state of Tennessee, to be recognized for excellence in patient care through Magnet designation. ■

➤ Visit UTMEDICALCENTER.ORG for more information.

A Note: From Our Chief Nursing Officer



Janell Cecil, CNO

Our journey to achieve Magnet designation started when a team presented to leadership verifiable evidence why we, as an academic medical center, should pursue Magnet designation. From that point we never looked back, and every team member was focused on the goal of excellence.

My role was to coach and create an energy and infrastructure that encouraged people to bring their best talents, pride, and passion together around a common purpose. I knew the University of Tennessee Medical Center could walk this journey, and could do it very well.

Together, we were, and will remain committed to using evidence based principles to drive nursing practice. Combined with our dedication to our patients, quality and innovation, we are now a Magnet designated organization!

Achieving Magnet status demonstrates to all those we serve, the expertise and compassion provided by our talented and dedicated nursing staff which has been evaluated and recognized on a national level. We are honored to achieve this designation.

Shared Governance: great ideas come from A Team

By Janell Cecil

The concept of shared governance as a method of engaging and empowering people is not new, and it has been associated with good organizational management for many years. But a hierarchical model was historically used in nursing. Organizational leaders had established a vertical management style. One of the consequences was the notion that any significant or valuable action could be taken only by managers or by management mandate.

Shared governance, in contrast, reflects a professional model of nursing. In it, clinical experts lead the way in clinical decision-making and a new culture enables staff to make full use of their skills and experience. The model is grounded in the belief that

excellence in practice can be achieved only if clinical practitioners have and can exercise the power to drive change based on their knowledge and clinical perspective.

Four principles serve as the foundations of shared governance. The first, partnership, links providers and patients at all points. Essential to building relationships, it implies that each member of the healthcare team plays a necessary role in fulfilling the organization's mission and function. The second principle is equity. It focuses on service, patients, and staff and states that none of these is more important than any other, and thus each team member is essential to providing safe, effective care. The third principle, accountability, entails a willingness to participate in decision-making and

to take responsibility for the resulting decisions. It is central to the success of the shared governance model. The final principle is ownership—the recognition that everyone's work is important and the organization's success is bound with how well individual team members execute their roles.

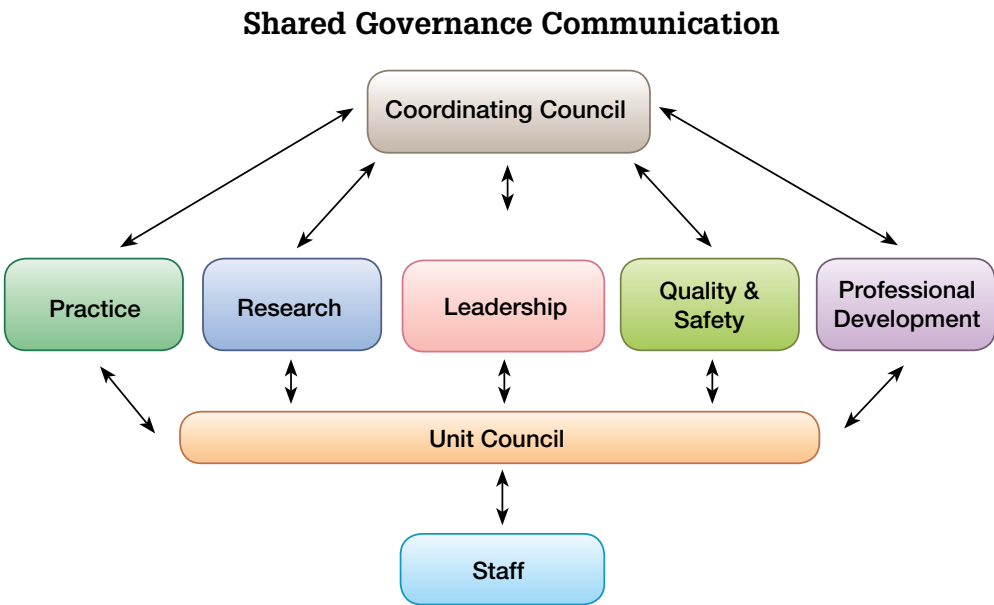
The Magnet® hospital designation requires nursing divisions to use the model of shared governance in their own operations. At the University of Tennessee Medical Center, six nursing councils carry out this mission.

In today's complex, ever-changing industry, it is crucial to establish processes that improve patient care and move people safely and economically through the healthcare system. The centralized management structures of the past are no longer effective in the healthcare arena of today. Instead, clinicians, armed with knowledge and skill, must work together as a team, and have the power to lead changes in clinical practice. The shared governance model strengthens necessary team collaboration, which allows for improved communication, greater staff satisfaction, and ultimately better patient outcomes. ■

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The Nursing Leadership Council meets and collaborates on the current standards of practice in patient care.



As demonstrated above, at the University of Tennessee Medical Center, our staff has the opportunity to participate in clinical decision-making. Through our shared governance model we have a collaborative culture that supports partnerships, equity, accountability, and ownership in patient care.



Together, Kacey Roach, RN and Meharban Singh, MD, visit with a patient and family.



Katrina Napier, RN, and Urath Suresh, MD, review a patient's chart and create a care plan.

Partners in Excellence

Collaboration Toward Recognition

By **Cathy Kerby**

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The nursing culture at the University of Tennessee Medical Center is unique. Our nurses have a voice in patient care and a strong partnership with physicians and a network of departments. Our relationships and environment allow us to achieve our goal of bringing patients and families exceptional care.

The unceasing efforts of all the staff, physicians, residents, medical librarians, and the entire patient care team have made our Magnet® recognition come to fruition. From medical staff, nursing, residents, pharmacy, maintenance, dietary, all the way to senior leadership, everyone plays an important role in ensuring that the medical center remains the region's best healthcare facility. Our goal is to continuously challenge ourselves and improve all aspects of our care for the benefit of the patient and communities we serve.

The American Nurses Credentialing Center's Magnet Recognition Program® recognizes hospitals and other healthcare organizations that achieve nursing excellence. The key to topflight nursing, according to the center, is the involvement of the entire healthcare organization. The Magnet designation is presented for excellence in nursing care, but without the groundwork that everyone contributed, our continuous compassion for our patients and families would not have been nationally acknowledged. This national recognition highlights the benefits our patients see every day when they walk through our doors.

When we embarked on the Magnet journey in 2007, we knew it was going to take all staff and disciplines to make the necessary and positive changes. The characteristics of a Magnet organization include dynamic and responsive leadership, strong organizational structure, exemplary nursing, and an unceasing process of innovation and quality improvement. These have been among the medical center's attributes for many years, and we've fine-tuned them to become the first Magnet recognized organization in the region. The result of our effort is a positive environment for our nurses, physicians, staff, and most importantly, for our patients and their families. The satisfaction medical center

employees take in their work is of benefit to every person they serve and can be most clearly seen in our compassionate, skillful patient care.

The Magnet process facilitated an intensive look at the way nursing care is organized and delivered at the medical center, and the steps required to improve it. Respect, encouragement, and support from our physicians continue to drive a culture of teamwork. Cooperation and commitment, on the part of all clinical healthcare practitioners, is essential and happily welcomed. All of the hospital's departments have contributed, working tirelessly to help the medical center achieve Magnet status.

Nonclinical staffs have also added their efforts to the Magnet journey. Ancillary departments have worked to analyze and evaluate processes, developed plans to improve performance, and provided timely service for all requests and changes required by the Magnet program. It's important to recognize the crucial part that all the medical center's employees have played in this organizational success.

Although the University of Tennessee Medical Center has received the prestigious Magnet designation, our work continues. This is not a single project but an ongoing process that promotes a culture of excellence throughout our organization. The entire healthcare team worked together to reach this milestone, and it will continue to do so as we maintain our Magnet status and pursue other forms of national recognition. We will continue to serve our communities and their people by challenging ourselves to do even better.

As a small token of appreciation, we would like to say thank you to all of our nurses, physicians, residents, and all staff who helped develop a culture surpassed by only a few, but coveted by many. ■



"I have been at three Magnet hospitals, Wake Forest Baptist Medical Center, Vanderbilt Medical Center and MD Anderson Cancer Center, and when it comes to innovation, collaboration, and the willingness to change things for the better, this nursing staff is second to none," says Keith D. Gray, MD, FACS, chief of staff and surgical oncologist.

& Leading Change Enriching Lives

The future of nursing and education

By **Bonnie Strzykalski**



Although not related, Crystal Lawson and Christian Lawson have more than their last name in common. Both continue to advance their education in nursing. Crystal Lawson (left) graduates in December with her Masters degree in Nursing Administration. Christian Lawson (right) graduated in December of 2011 with his Masters degree in Business Administration.

Visit UTMEDICALCENTER.ORG
for more information.

The Healthcare System is Changing

Nurses are the largest segment of the healthcare workforce, on the front lines of quality patient and family centered care, and they have a direct effect on the evolving healthcare system.

As the East Tennessee region's only academic medical center, the University of Tennessee Medical Center has identified an array of challenges to accompany our task of transforming healthcare delivery, while remaining at the forefront of treatment, technology, and research. One essential component of this transformation has been validated by *The Institute of Medicine's* report "The Future of Nursing," which calls for ongoing education for nurses who have received their licenses and practicing in the field. According to the *Institute of Medicine*, future nurses must be prepared to meet diverse patients' needs; function as leaders; and advance science that benefits patients and the capacity of health professionals to deliver safe, quality patient and family centered care.

By increasing the aspiration and scope of continuing education, we are working to advance the profession of nursing. A formal acknowledgment of this came in 2011, when the medical center was granted Magnet® status in recognition of our nursing excellence and focus on research, evidence-based practice, system improvement, health policy, team leadership, and collaboration.

As a Magnet recognized hospital, we believe our nurses are among the best and most highly educated in the nation. And a growing body of research suggests that hospitals with highly educated nurses offer better patient outcomes, safety, and satisfaction. This recognition highlights the hard work practiced at the medical center for several years by our nursing staff, physicians, residents, and the entire patient care team. Our Magnet designation is a significant achievement, but the medical center's nursing division will continue to prepare for the shift in the U.S. healthcare needs by strengthening our nurses' education and access to professional resources.

Encouraging a Culture and Spirit for Inquiry

Since the opening of the School of Nursing in 1956, the core of our academic medical center's educational mission has remained the same: to educate professionals and the community in patient care, technology, and research. The UT Memorial Hospital School of Nursing closed in 1974, and transitioned to, what is now, the University of Tennessee baccalaureate nursing program.



Theresa Day, RN, and Jeanie Myers, RN, demonstrate the various ways 'Sim Man' can be used for training in nursing orientation.

"In today's constantly changing healthcare environment, nurses must engage in a life-long process of continuing education activities. This requires nurses to be active participants in both increasing formal education such as achieving advance degrees and the pursuit of professional certification. These learning activities not only enhance professional practice, but improve the outcomes for the public."

Donna Patty, RN
Staff Development Coordinator

The ways in which nurses were educated in the 20th century are no longer adequate to meet the realities of healthcare in the 21st century. Partly because of America's aging population, the focus of healthcare is shifting from acute illnesses to chronic conditions such as diabetes, cardiovascular disease, and mental illness, as well as long-term care. By the year 2030, 20% of the U.S. population will be 65 or older. Americans will also be more diverse in ethnicity, race, and cultural and socioeconomic status. The University of Tennessee Medical Center prepares for these changes by offering nurses opportunities to enhance their current and future skills through continuing education. ►►



“I am fortunate in my practice at the University of Tennessee Medical Center to work with some of the most skilled and dedicated advance practice nurses in the country, our certified registered nurse anesthetists. These nurses are truly devoted to “Safe and Effective Anesthesia Care” and represent the ‘best of the best’” states Jerry L. Epps, MD, Chairman, the Department of Anesthesiology.

An emerging prerequisite in nursing is leadership and decision-making ability, which must become part of every nurse’s professional foundation. The skills of leadership and collaboration are supported at the medical center by shared governance councils which give nurses and managers the power to contribute to accountability and decision-making in patient care. The six councils collaborate with other health professionals to advance the quality and effectiveness of care.

As patient advocates, nurses must have a voice in determining clinical practice and setting quality standards. Their extensive clinical knowledge and experience make an invaluable contribution to the process of directing and improving nursing practice.

Educating Through Technology and Simulation

As the role of nurses expands, they are often called upon to master advanced medical technology. In 2008, the UT Graduate School of Medicine, in partnership with the University of Tennessee Medical Center, opened the UT Center for Advanced Medical Simulation, which helps train nurses and other medical staff to work with leading-edge technology. The newly renovated facility is an asset to nurses, physicians, residents, and other practicing professionals who want to learn skills and immediately use them to the patients’ benefit.

Nurses and other medical professionals now have the ability to simulate care, working together in emergency-room and operating-room scenarios, ranging from simple injuries to complex illnesses. Simulation training also lets the entire care team practice making the rapid decisions that real-time emergencies require. Performance is monitored, recorded, and measured by means of audiovisual equipment and post-exercise debriefing. At the UT Center for Advanced Medical Simulation, nurses not only improve their individual skills, but also strengthen team collaboration skills that are crucial to patient safety. This type of training includes critical thinking, decision-making, and clinical techniques, all of which can be practiced without risk to an actual patient.

As the population ages, hospital care and medical technology need to reflect the complex critical care conditions associated with sicker and frailer patients. Coupling a strong foundation of education with training in the use of lifesaving technology enables our nurses to grow and learn continuously throughout their careers.

Lifelong Learning

At the medical center, our nurses are not only encouraged to expand their education beyond the basic skills but they are rewarded for doing so. Enhanced education for nurses is critical to the healthcare system of today. According to the *Institute of Medicine*, lifelong education prepares nurses for a variety of specialized training, produces high-caliber educators who will be needed to teach future generations of nurses, and equips professionals with the skills to conduct research that will become the basis for improvements in nursing science and practice.

One avenue for rewarding nurses for heightened educational achievement is the QUEST program. This professional development program for registered nurses comprises three clinical levels, which the participants attain by earning designated credentials and making professional contributions. Each level of the program has qualifying criteria and an expectation of contributions in four areas: professional development, research/evidence-based practice, quality/practice, and education. Reaching or maintaining each level brings a monetary award.

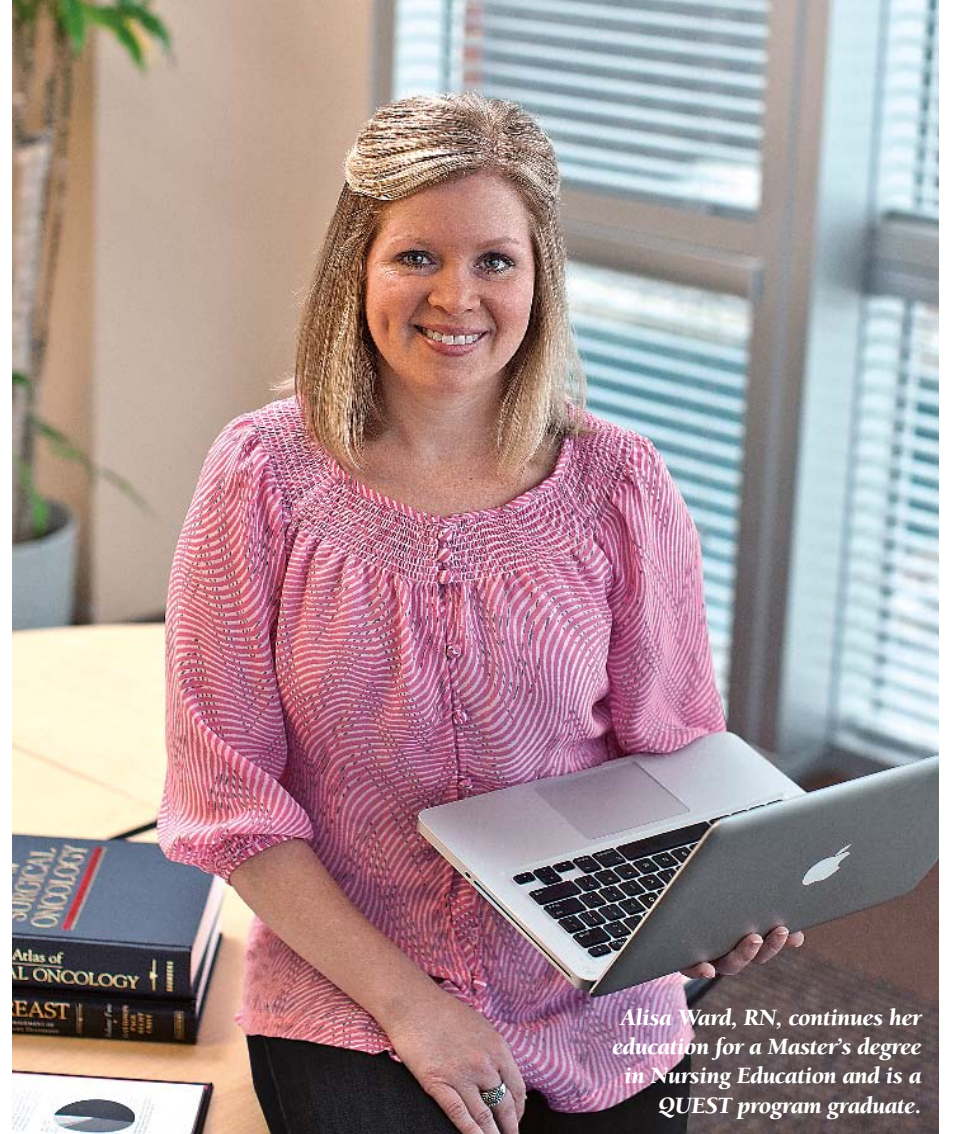
The optional QUEST program is specific to the University of Tennessee Medical Center, which established the program with the conviction that nurses excel in an environment where individual clinicians are acknowledged, rewarded, and will invest personal commitment in their nursing division as they advance professionally. Also woven into the QUEST program is the fundamental idea that patients and family members are integral parts of the care

team. This model requires nursing be centered on the needs of patients, their families, and the larger community. Each is viewed as a key component in the success of healthcare and as a driver of continuous care improvement and better patient outcomes.

As an academic medical center and a leader in healthcare, our nurses have the best treatment resources available. In addition to enhanced education and advanced technology, they need the ability to access accurate information at a moment’s notice. We provide the Lippincott’s Nursing Procedures and Skills reference tool for our nurses. Online resources, like Lippincott, offer nurses convenient access at the patients’ bedside to thousands of evidence-based procedures and skills to improve patient care. In addition, the Lippincott service helps nurses refresh their professional knowledge and skills with instruction in the most recent procedures.

Back to the Books

Along with online tools, nurses at the medical center make use of the UT Graduate School of Medicine’s Preston Medical Library. The library is a clearinghouse of information and a source of research and instruction for nurses, physicians, residents, students, patients and their families, and members of the community. Preston Medical Library holds more than 3,400 volumes in the basic sciences, clinical medicine, public health, and consumer health. It currently subscribes to more than 10,000 journals online and has 500 individual print journal titles. The library is open to medical center staff around the clock, and open to the public during staffed hours. Accessibility enables nurses and physicians to make



Alisa Ward, RN, continues her education for a Master’s degree in Nursing Education and is a QUEST program graduate.

decisions of paramount importance to patients on the basis of research and up-to-the-minute knowledge.

Besides these sources of voluntary continuing education, the medical center makes several training programs mandatory for all nurses and other healthcare professionals. Every year, nurses are required to complete 13 modules based on the Joint Commission’s national patient safety goals. Nurses at the medical center use eLearning, an online system, to complete these requirements, and sign up for additional classes. They can also participate in Grand Rounds, during which nurses discuss ongoing cases and present case studies. Other required training classes include ACLS, PALS, and BLS healthcare provider courses.

These courses focus on a set of clinical interventions for basic life support and cardiac life support (in cases of stroke and cardiac arrest, for example) and on the skills required to deploy other lifesaving interventions.

The University of Tennessee Medical Center considers continuing education to be of great importance, viewing it not only as a trigger of professional growth but also as a necessary response to profound changes in American healthcare and society. Our nursing culture marries skill, technology, and frontier-expanding research with an intellectual passion and a heartfelt compassion to serve the well-being of our patients and communities. ■

Seeking Innovation through Unique Perspectives

By Amanda F. Johnson



On the Mother/Baby Unit, Sarah Smith, RN, Kathleen Lawson, RN, and others regularly check body temperatures of newborn babies. The team's research led to standard practice for thermometer use.

➤ Visit [HTTP://GSM.UTMCK.EDU](http://GSM.UTMCK.EDU) for more information.

As a Magnet® recognized institution, the University of Tennessee Medical Center puts patient care and safety first, but it goes much deeper than that.

The nurses at the University of Tennessee Medical Center actively initiate and participate in research to find new and better ways to care for patients. They have an ethical and professional responsibility to contribute to patient care, their profession, and the organization by continually seeking

innovation, new knowledge, and improvement.

One insightful research program is making a difference not only in the lives of patients but also in the lives of unborn babies. This research is being conducted by Jo Kendrick, WHNP-BC, a certified diabetes educator, and Dawn Coe, PhD, Department of Kinesiology, Recreation and Sport Studies at the University of Tennessee, Knoxville.

Kendrick and Coe came together in 2009 to determine the effect of moderate

activity on controlling gestational diabetes, a condition all too prevalent in Tennessee. Gestational diabetes affects up to 14% of pregnancies in the state every year.

“Our goal is to determine how many steps it takes each day to maintain normal blood glucose levels in women with gestational diabetes to avoid the use of insulin during pregnancy,” Kendrick says.

First, Kendrick and Coe validated a pedometer to accurately count

the daily steps of pregnant women. Then, eight pregnant women who had gestational diabetes enrolled in the research study. Throughout the first part of 2011, each woman had her blood glucose continuously monitored during moderate-intensity walking and sedentary trials.

“The results were significant,” Coe says. “We learned that moderate activity only one time each day sustained lower blood glucose levels for up to three hours.”

The next phase—involving a larger cohort of women who will undergo different levels of prescribed activity and monitoring—will continue through 2013.

Maintaining blood glucose in pregnant women means healthier moms and babies. And research that brings healthier babies into the world, who go home with healthier mothers, affects generations.

Nurses on the Mother/Baby Unit at the University of Tennessee Medical Center also conducted research on behalf of our smallest patients. They care for healthy newborn babies, and as part of that care, they regularly check newborns’ body temperatures. A standard of care did not exist for thermometers or methods of using them. Not only was this inefficient and time consuming but it also unnecessarily disturbed the babies.

“We needed a standard practice for taking temperatures,” says Sarah Smith, RN, the principal investigator. “We started researching literature but found only research for neonatal intensive care. So we did our own study.”

The team, consisting of Smith; Kathleen Lawson, RN; Kacey McGlothlan, RN; Ellen Bradshaw, RN; Eric Heidel, MS; and Lisa Haddad, MS, BSN, RN, documented results of each method of checking temperatures and investigated various types of thermometers.

A temporal arterial scan thermometer reads a temperature on the forehead. Digital thermometers must be placed under babies’ arms, requiring the babies to be unwrapped from their warm swaddling.

“We proved that a temporal arterial scan thermometer consistently reads accurately and is efficient to use. Most importantly, using this type of thermometer does not disturb a sleeping baby. Physicians and parents, alike, were pleased to have a standard of care for thermometer use,” Smith says. “And we think the patients were the happiest of all.”

“This is an excellent example of evidence-based medicine,” says Haddad, who coordinates nursing research. “It’s this kind of initiative that brings about better healthcare.”

The thermometer study will be featured in the *Journal of Obstetric, Gynecologic, and Neonatal Nursing* later this year.



Jo Kendrick, WHNP-BC, and Dawn Coe, PhD, are studying the effect of activity on blood glucose levels in pregnant women.

These research initiatives seek innovations and advance the professional practice of nursing at the University of Tennessee Medical Center. This level of professionalism is expected and delivered at a Magnet recognized institution, bringing improved care and safety for patients. ■



"At the medical center our nursing staff has been on a mission to provide the highest quality care to all patients. Through teamwork, dedication, and putting our patients first, they have done that. The Magnet designation highlights the efforts of our nurses."

Robert F. Elder, MD, medical director for the Center for Women's and Children's Health.



Clay Kyle, RN



Michelle Ward, RN



David Biddle, NP

The Many Avenues of Nursing

By **Melissa Winchenbach**

A nurse, according to Webster’s dictionary, is “one specially trained to care for sick or disabled persons.”

Yes, nurses care for the sick, but their areas of professional expertise can range from trauma nursing to labor and delivery. As the region’s only academic medical center, we offer a plethora of specialty services 24 hours a day and our nursing excellence is valuable to this.

With nursing being such a large function of healthcare, here at the University of Tennessee Medical Center we recognize the need for different avenues within the nursing field. Our nurses are educated and work in a broad spectrum of specialties, delivering excellent care for the sick; hospital-wide leadership; as well as many other professional career roles. Among our nursing team at the medical center we are fortunate to employ highly skilled registered nurses as well as masters prepared Advanced Practice nurses or APN’s. The Tennessee Board of Nursing recognizes APN’s as Nurse Anesthetists (CRNA), Clinical Nurse Specialists (CNS), Nurse Practitioners (NP), and Nurse Midwives (CNM). We utilize different APN’s as integral components of the clinical team to provide the best care possible for patient and families.

Nurses use a variety of avenues to find the healthcare niche that best suits their passion. They’re able to identify and pursue their areas of excellence, whether at the bedside, or as a clinical nurse specialist educating other staff members, or in administration as the nurse manager. Having our nurses as a part of many aspects of patient care, our patients and their families can rest assured that the care received is developed, refined, and delivered with education, dedication, and compassion. Skilled in their clinical or nonclinical areas of specialty and fueled by a passion for what they do, our nurses are one of the reasons we provide excellent patient care.

The University of Tennessee Medical Center's offers a comprehensive array of services providing nurses many options to utilize their professional clinical skills. Whether their interest is in surgery, intensive care, labor and delivery, or aeromedical services, the medical center is the place for lifelong ongoing learning and professional development.

Here are some of the specialties and areas where our nurses make a difference:

Accreditation/patient safety	Genetics	Oncology
Advanced practice nursing	Infection control	Orthopaedics
Aeromedical nursing	Labor and delivery	Operating room
Ambulatory care	Managers and administration	Performance improvement
Cardiovascular care	Medical-surgical care	Perinatal care
Case management	Mother and baby	Pulmonary care
Critical care	Neonatal Intensive Care	Radiology
Dialysis	Nephrology	Transplantation
Emergency trauma	Nursing education	Wound care
Endoscopy	Nursing informatics	

➤ Visit UTMEDICALCENTER.ORG for more information.

From Police Officer to Nurse: A story of finding a new home, new career, new passion

Born in Flint, Michigan, but raised in New Orleans, Brant Sloan has never been one to let life just happen around him.

Sloan graduated from high school in 1988, a star footballer who went on to study criminal justice and sociology in college. That laid the foundation for his career as a police officer in northeastern Louisiana. In time he moved back to New Orleans, reevaluated the police career, and began to reflect on his years of playing high school football. He met with his old coach, then took a part-time job as a physical education teacher and coach. Soon he was offered a full-time position as an English teacher, head track coach, and assistant offensive-line football coach.

After 10 years and a prosperous academic career, Sloan came to a crossroad. He wanted to be a head football coach, and he faced with a choice: either move to another school in another state or reassess his career once more. He decided to follow in his in-laws’ footsteps and become a nurse. Three days of shadowing his mother-in-law, a recovery room nurse, showed him this new career path held tremendous potential.

Fueled by fresh eagerness, he graduated from Charity School of Nursing in May 2005 and began work as a



The Sloans: Brant, wife Kelley, and their five children—sons Brant, Brock, and Brody and twin girls Braia and Brynn—now call Maryville, Tennessee, home.

cardiovascular intensive care nurse. He’d been in his new job for roughly three months when devastation hit. Hurricane Katrina invaded his hometown of New Orleans in August 2005, forcing Sloan and his family to make a very difficult choice: stay or go.

The decision? Go.

Separated for more than a week while he remained at the hospital where he worked, Sloan and his wife agreed she should take the children and head north without him. Soon he reconnected with his family in southwest Louisiana, after they had traversed through Mississippi and north Louisiana for over a week. They eventually wound up in East Tennessee in December 2005 and thought it would be a great place to call home and raise their family.

He began working at the University of Tennessee Medical Center’s cardiovascular intensive care unit (CVICU), soon transitioning to one of the night shift team leaders. Working at night allowed him to continue his education, obtaining his ADN, RN to BSN, RN degree in one year’s time.

Building on the same passion, Sloan joined the Nursing Practice Council for 2009 and served as chair of the council in 2010. In February 2011, he applied for and became Nurse Manager of the Progressive Care Unit.

About finding a new home, career, and passion, Sloan says it best himself:

“Nursing is a very fulfilling and satisfying career with endless opportunities. Taking care of people and seeing them through the roughest times of their lives, you begin to feel a sense of home. I’ve found my home managing the Progressive Care Unit here at the medical center.” ■

Compassionate Nursing Care

A Daughter & Mother's Story of Gratitude

By **Bonnie Strzykalski**

"I firmly believe there is a difference between knowing nursing skills and being a nurse," says Elizabeth Hood, recalling what happened after her mother, Betty R. Hood, was admitted to the University of Tennessee Medical Center's Neuro-Stroke Unit. A stroke is terrifying for both the patient and the family, but Elizabeth says the extraordinary nursing care her mother received went above and beyond their expectations and helped them make the best of a tough situation.



Daughters Elizabeth Hood and Kimberly Hood Gasaway, spending time with their mother, Betty R. Hood.

In March of last year, Betty Hood was rushed to the emergency room and diagnosed as suffering from a stroke, the right side of her body paralyzed. Betty was admitted into the University of Tennessee Medical Center's Stroke Center, a certified primary stroke center, where her daughter Elizabeth was by her mother's side throughout her stay.

The whirlwind experience of a stroke is daunting and confusing for most patients and family members. Like Betty, patients in particular often can't fully understand what is going on around them.

Speaking with tears in her eyes, Elizabeth remembers her mother was treated with the utmost respect and

care for her dignity. "Throughout our entire experience at the medical center, the nurses treated my mother as a person," she says. "It's very easy for staff just to perform nursing duties, but they did more than that. They were kind, attentive, and sensitive to my mother's need for dignity during a stressful and terrifying time."

During Betty's hospital stay, there were times when she needed immediate assistance but her daughter was the only person in the room with her. "When I asked for assistance," Elizabeth says, "they were by my mother's side in a heartbeat." She remembers walking the halls of the hospital and noting how the nurses

put 100% of themselves into helping their patients. "I saw absolutely zero reluctance to do sometimes unpleasant tasks, and never did I see a nurse treat a patient or family member with anything less than genuine kindness and caring."

When it was time to discharge Betty, that care and commitment continued. "Not only did her nurses have excellent skills and show consideration for my mom's feelings," Elizabeth says, "but the staff patiently answered all my questions and assisted us with transition plans. They helped both my mother and me through a very emotional and frightening situation." When she and Betty left, they felt more like guests than patients in a hospital. Many of the nurses came to say goodbye to Betty and wish her well. She continues to work on rehabilitation in her hometown in Scott County, Tennessee, but she'll be forever grateful for the excellent nursing care she received at the University of Tennessee Medical Center. ■

➤ Visit UTMEDICALCENTER.ORG for more information.

Help Identify Stroke Symptoms

- Walk** – Is your balance off?
- Talk** – Is your speech slurred or face droopy?
- See** – Is your vision all or partly lost?
- Reach** – Is one side weak or numb?
- Feel** – Do you have a severe headache?

If you notice any of the warning signs of stroke, call 911 immediately.



The Retired Nurses Society

Continuing our Nursing Legacy

By **Susan Wyatt**

By the mid-1990s and into the early 2000s, many of the nurses who had helped open what was then the University of Tennessee Memorial Research Center and Hospital in 1956—and in some cases had also graduated from the hospital's nursing school—had retired or were on the verge of doing so. These were mostly women who had dedicated 30 to 40 years of their lives to caring for patients and helping to shape the foundations of the medical center.

Nursing Administration started thinking about ways to maintain the medical center's relationship with these valuable experts on its history. Janell Cecil, the senior vice president and chief nursing officer, along with Cathy Kerby, the Magnet® program coordinator and former nurse

manager for more than 20 years, came up with the idea of hosting a tea for retired nurses during Nurses Week in 2008. After months of collecting names and addresses, the medical center held a retired nurses luncheon the following year. The get-together allowed a group of retirees to form a committee that established the medical center's retired nurses club.

The University of Tennessee Medical Center Alumni and Retired Nurses Society convened its first official meeting in 2009, naming Brenda Cook, RN, as its first president. Now in its third year, the club supports nursing education and has provided volunteer help for various medical center departments and events. ■

➤ Visit UTMEDICALCENTER.ORG for more information.



An Evening In Orange

Last year, *An Evening in Orange* became Knoxville's first event ever to raise \$1 million in a single night. Thompson Boling Arena transformed from an athletic pavilion to a bastion of art and culture including light displays, musical performances, aerial dancers, and artwork from UT students, all focused on building better cancer treatment facilities for East Tennessee.

This year's *An Evening in Orange* promises to be just as spectacular for just as worthy a cause. On May 12, 2012 it will become the first black-tie event ever to be held on Neyland Stadium's Shields-Watkins field. The theme is 'Soul of the South,' and with chefs from Bistro by the Tracks, Seasons, Brasserie, and Knoxville Catering and acts like Darryl Worley, Rachel Holder, and Laurel Wright, it is sure to celebrate all we love about the region we live in.

Andy and Amy White of Lexus and Toyota of Knoxville are chairing the committee dedicated to supporting the Center for Women and Children's Health through *An Evening in Orange*. The majority of this year's proceeds will go towards completing the second phase of our Neonatal Intensive Care Unit. It is truly fitting that an evening celebrating life in East Tennessee will support the most fragile lives born into it.



"In only four years, *An Evening in Orange* has become the biggest, highest profile fundraising event in Knoxville. Our vision is to create an elegant evening, celebrating the long time traditions of Tennessee and the comforts of good ole Southern hospitality." - Andy White, August 2011

Andy and Amy White are Knoxville natives with a vested interest in Neonatal Care. Andy, born weighing only three pounds, was a NICU baby, and Amy has worked in the University of Tennessee Medical Center's NICU and has seen firsthand the impact of the current renovation. The White family owns and operates Toyota and Lexus of Knoxville.



The Bernard E. Bernstein Society

In December of 2011, the medical center named its Planned Giving Society after founding board chairman, Bernard E. Bernstein. 'Bernie,' as he is known among colleagues, is a well-respected civil and commercial lawyer who served in the medical center's governance for over 20 years. He was instrumental in guiding the medical center through its transition to independence from the university in 1999 and stepped down as Board Chairman in July 2011 because of board mandated term limits. Under his guidance, the University of Tennessee Medical Center added more than 200 staffed beds, underwent five building projects, and nearly tripled its net revenue.

Bernie's chief priority has always been a commitment to the community through quality patient care. His dedication to the medical center's mission of excellence through healing, education, and discovery helped shape who we are and what



we will be for many years to come. His vision and leadership are an exceptional representation of the qualities found in Planned Giving donors: generosity, dedication, and forward-thinking.

We hope you will consider following his example of commitment and support for the medical center by making a planned gift and joining the Bernard E. Bernstein Society.

Please visit:
<http://utmedicalcenter.giftplans.org/> and select **Bernard E. Bernstein Society for more information.**

New Planned Giving



Leaving a gift in your will is one the most lasting and impactful ways of supporting the University of Tennessee Medical Center.

And also, believe it or not, one of the most simple. There are many ways of making a Planned Gift, and they apply to donors of all giving levels. In December 2011, the Office of Development launched a fully comprehensive site to assist donors in understanding the process and benefits of making a Planned Gift. Whether you would like to name the University of Tennessee Medical Center as a beneficiary of your life insurance or retirement plan, create an annuity, make a simple bequest, or explore another form of planned giving, this site will help you weigh your options and simplify the process.

Visit <http://utmedicalcenter.giftplans.org/> to learn more.



Eric R. Carlson, MD, chair of the Department of Oral/Maxillofacial Surgery, with the family of Kelly L. Krahwinkel.

Kelly L. Krahwinkel Chair of Oral and Maxillofacial Endowment

Kelly L. Krahwinkel became a patient at the University of Tennessee Medical Center in the fall of 2007. Her courage and fortitude in the face of head and neck cancer inspired not only her family and friends but the doctors who treated her. Although she ultimately succumbed to her disease, she brought, and still brings, hope to all who knew her. Her physician, Eric Carlson, MD, says of her, "She was the pillar of physical and emotional strength until the end. I shall never forget her."

In December of 2011, the Department of Oral and Maxillofacial Surgery named its endowed chair after Kelly. This endowed chair will support research projects and clinical treatment initiatives to improve oral/head and neck cancer diagnosis and surgery. It will help ensure a brighter future for all patients with head and neck cancer. Naming this endowed chair after Kelly L. Krahwinkel will also provide a permanent legacy for her and her family who support our mission of healing, education, and discovery.

The 1956 Society



On February 1, 2012, The University of Tennessee Medical Center and UT Graduate School of Medicine

held the inaugural The 1956 Society Thank You Lunch at Cherokee Country Club. The gathering gave recognition and gratitude to annual supporters and friends of the medical center and the UT Graduate School of Medicine by recognizing how their philanthropic support has an impact throughout our campus.

The highlight of the lunch was the presentation of The 1956 Society Award which recognizes a 1956 Society member and philanthropist for distinguished service and support for the University of Tennessee Medical

From left to right, Dr. James Neutens, Dean UT Graduate School of Medicine; Joseph Landsman, President and CEO of University Health System; Fay Bailey, The 1956 Society Award recipient; Susan Huntsinger, MD, Chair The 1956 Society; and William Rukeyser, Chairman of the Board of Directors University Health System.



Center's mission to serve through healing, education, and discovery. This year's recipient, Fay Bailey, has a long history of support for the medical center and for many philanthropic causes in our region.

Fay was an integral part of the 21st Century Campaign for the University of Tennessee Medical Center in 1993 and has remained a consistent contributor and advocate for its fundraising efforts. She is a member of the Pastoral Care Advisory

Committee and also supports the Cole Neuroscience Center both for its medical achievements and because Monica Cole, one of its namesakes, was a friend and mentor. She values the medical center's excellence across so many departments and truly believes giving back to an academic medical center—and providing the best education for future health professionals in our region—is one of the most important means of giving back to her community.



♥ We Back Pat

The University of Tennessee Medical Center, UT Graduate School of Medicine, and the Cole Neuroscience Center is honored to be a recipient of support from the We Back Pat t-shirt sales.

Funds from the t-shirt sale will be used to support the research endeavors of the Cole Neuroscience Center to advance care for patients with Alzheimer's and related dementias through early detection methods, improved treatment protocols, and symptom reduction. On behalf of the tens of thousands of individuals

impacted by Alzheimer's and related disorders throughout East Tennessee and beyond, we extend our gratitude to Pat and Tyler Summitt and the entire Lady Vols program for their support.

We Back Pat t-shirts are still available for sale at <http://www.utladyvols.com/webbackpat>



KiMe Fund

The Cole Neuroscience Center at the University of Tennessee Medical Center extends their sincere gratitude to the KiMi Fund for their generous contribution of \$6,000 to the Parkinson's Movement Disorders Program.

From left to right: AD Baxter, Cole Neuroscience Center Social Worker; John Dougherty, MD, Cole Neuroscience Center Director; Steve Hodges, KiMe Fund Founder; Michelle Brewer, MD, Parkinson's Program Director; Ann Giffin, Vice President of the Brain & Spine Institute; and Libby Hall, Cole Neuroscience Center Manager.

For more information about the KiMe Fund visit their website, www.kimecnd.org

To learn more about becoming a member of The 1956 Society, please contact the Development Office 865-305-6611, development@utmck.edu, or you may go online to www.1956Society.org.

FOR MORE INFORMATION about these stories or other philanthropic opportunities at the University of Tennessee Medical Center or UT Graduate School of Medicine, please contact the Office of Development, 865-305-6611 or development@utmck.edu.

Spring/Summer 2012

Continuing Education Course Calendar

The University of Tennessee Graduate School of Medicine offers the following educational courses this spring and summer for physicians, researchers, allied health professionals, and other healthcare providers seeking continuing education.

May 3-4

Approved for AMA and AAPA credits, and CEUs

Electronic Health Records: The Quest for EHR and Meaningful Use

Ridgeway Country Club
Memphis, Tennessee

This dual-track symposium helps those in the initial phases of using electronic health records (EHR) systems and those pursuing Meaningful Use. The basics of EHR are covered in Track 1, which provides information about system selection and effective implementation. Track 2 discusses how to optimize performance improvement strategies for EHR Meaningful Use in an existing system and how to gain provider compliance.

August 6-10

Approved for AMA and AAPA credits, and CEUs

Lean for Healthcare

University of Tennessee
Haslam Business Building
Knoxville, Tennessee

This course uses the concept of lean processes traditionally practiced in the manufacturing industry but applied now to improving efficiencies and eliminating waste in healthcare. It is appropriate for healthcare professionals, including physicians, nurses, pharmacists, and others, as well as healthcare executives and those who affect medical and financial decisions in organizations.



Save the Date!

September 13-15

John W. Whittington M.D. Endowed Lecture: Big 4 Conference: Gaining Ground in Cancer Research and Treatment

September 13: Parkwest Medical Center,
Knoxville, Tennessee

September 14-15: Hilton Knoxville,
Knoxville, Tennessee

Approved for AMA, ACPE, AAPA credits, and CEUs
www.tennessee.edu/cme/Whittington2012

To register or for more information about these courses,
call 865-305-9190 or visit our website at
www.tennessee.edu/cme

Alla Dixon, Lorine White, Carolyn Cooper, and Shelley Bardell (front) head to the nursing dormitory on the medical center campus.



 THE UNIVERSITY OF TENNESSEE
MEDICAL CENTER

Wisdom for Your Life.

In 1959,

a million dollar building housing classrooms, laboratories, offices, and living quarters for nursing students was completed. These dormitories (pictured above) were home for 150 hopeful nursing students who were enrolled at the UT Memorial Hospital School of Nursing. These dormitories were located in what is now the UT Graduate School of Medicine at the University of Tennessee Medical Center. As the region's only academic medical center, we have a rich

and extensive history of education for our healthcare professionals and the communities we serve. When the nursing school closed in 1974, our goal was to continue providing medical education and research to our healthcare professionals.

Today, in partnership with the UT Graduate School of Medicine, the faculty and staff comprised of more than 600 physicians and researchers; more than 190 medical and dental resident physicians

in 12 residency and nine fellowship programs; more than 180 volunteer physicians and dentists, and 240 adult volunteers. Whereas the medical center started with just 150 nurses, we have proudly grown to more than 1,100 nurses and advanced practice nurses. Fifty-six years later, nursing students continue to come to the University of Tennessee Medical Center to gain invaluable experience in patient care.

Wisdom for Your Life.

1924 Alcoa Highway
Knoxville, Tennessee 37920-6999

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