Dear Staff, Colleagues and Friends

I am extremely proud to work alongside so many talented nurses. Every day our nurses are making a difference in innumerable ways. Through compassion, experience, and hard work, this team of highly skilled and trained professionals plays a vital role in ensuring the best and safest in patient care. Achieving our third Magnet designation was truly the result of the high quality work that Billings Clinic nurses perform each day.

Billings Clinic nurses have been busy leading the way. Our nurses are driving clinical decisions through shared governance. Billings Clinic nurses provide a strong voice for nursing practice and patient advocacy through their work on many organization and unit wide collaborative teams. They are making positive changes and decisions regarding processes, quality improvement, products, technology, construction of units and best practices, just to name a few.

Nurse led research is at an all-time high in our organization. We are proud to not only implement best practice from our national and international colleagues, but also to set the bar for latest best practices derived from some of our very own research at Billings Clinic.

At the heart of all the extraordinary work of the nurses are our patients. Their needs, their safety, and their wellbeing are a top priority. I am incredibly grateful for the outstanding nursing team that is key to the foundation of excellent care that is provided at Billings Clinic. I am filled with pride as I hear and witness day to day the true life events in which our nursing team continues to shine by providing excellent care with a personal experience. I consider it an absolute privilege to serve as the Chief Nursing Officer for such an esteemed nursing team.

Laurie L. Smith MSN, RN, NEA-BC
CNO/VP Hospital Operations
Billings Clinic
In April 2016, in a packed conference room filled with staff nurses, nursing leadership, medical staff, hospital and clinic leadership we learned that we had again achieved Magnet designation for another 4 years. Billings Clinic received initial designation in 2006.

Magnet appraisers arrived at Billings Clinic on March 7, 2016 greeted by over 250 staff members sporting the color purple, one of the signature colors of Billings Clinic. This “sea of purple” was just another indicator of the enthusiasm and energy that Billings Clinic staff are proud of obtaining and maintaining our Magnet Recognition.

This culminates ongoing work led by the Magnet Team over the past three years. Final documentation submission took place October, 2015 with the site visit March 7-9, 2016. Three American Nurses Credentialing Center (ANCC) appraisers conducted three full days of extensive interviews, unit visits and document reviews.

As we continue on our journey with nursing excellence we are continually inspired and motivated by our nursing peers and colleagues who strive for constant improvement, best practice and safety for our patients and fellow coworkers.

Nursing staff at Billings Clinic serve as care providers, care navigators, care managers, patient safety officers, accreditation leaders, educators, clinicians, scientists, researchers, risk managers, clinical managers, service line directors. Our most important role is to use the influence we have in these roles to be change agents and innovators to facilitate our vision of being the best in the nation for quality, safety and service.
Evidence-based practice (EBP) involves making patient care decisions using 1) the best evidence produced by well-designed clinical research, 2) clinical expertise, and 3) patient preferences and values. Studies suggest that evidence-based practice improves quality of care, reduces medical complications, and decreases health-care costs by as much as 30 percent.

The National Academy of Medicine, formerly known as the Institute of Medicine (IOM) aims that 90 percent of all patient-care decisions be based on evidence by 2020. Nurses are the world’s largest health care workforce and play an instrumental role in providing evidence-based practice at the bedside of patients. Additionally, evidence is lacking in many areas of nursing, and nursing research can provide the gateway to reveal novel solutions to enhance patient and family health care outcomes.

In order to foster EBP and a culture of inquiry at Billings Clinic, the Nursing Research Council (NRC) initiated an annual Evidence-Based Practice and Research Symposium. The first hallmark meeting, held in 2015, featured a keynote by Dr. Bernie Melynk, an expert in EBP. Additional topics focused on EBP models, national hot topics in EBP, and a heart-string lecture by Brad VonBergen, on How Evidence-Based Practice Saved My Life. Over 100 local and regional nurses (through telemedicine) attended the event. The conference was such a success that the NRC immediately began planning the next year’s venue. The 2016 conference focused on Sleep and Wellness, and a housewide delirium assessment and prevention project ensued as a result of the conference. Additional wellness topics rounded out the day including discussion around aromatherapy, music, massage, and therapeutic touch. The 2017 symposium focused on The Professionalism of Nursing: Be the Change You Want to See, and content was geared toward giving nurses the skills they need to speak out about the value of nursing, recognize the contributions of nurses right here in the region, and learn how to disseminate their work through abstracts, posters, podium session, and manuscripts.

Moving forward, the conference aims to continue the annual event, and hopes that more nurses will attend. Several proposed topics are on the board including sexual health, infection control, and nurse-physician relationships to enhance patient outcomes. Most importantly, the NRC hopes that attendees as in years past, will feel energized with new knowledge and renewed motivation to contribute to positive patient outcomes. As one nurse said, “This is the best day of the year! I learn about all of the good things that nurses do to enhance patient care. It makes me so proud to be a nurse, and I can’t wait until next year!” From the NRC’s point of view we ask ourselves, “Wow! How are we going to outdo that? Each year has been such a success, and we continue to strive that the consecutive years will be even better!”

ICU Receives Beacon Award for the Third Time!

ICU was the recipient of the American Association of Critical Care Nurses Silver Beacon Award in 2016. This award recognizes units who set the standard for excellence inpatient care environments by collecting and using evidence-based information to improve patient outcomes, patient and staff satisfaction, and credibility with consumers. The Beacon award also signifies a positive and supportive work environment with greater collaboration between colleagues and leaders, higher morale and lower turnover.

This was the third-time ICU received this recognition from our professional organization.

Billings Clinic ICU is the only ICU in the state of Montana who has received this award. The last award application was written by a team of ICU nurses who dedicated 50 hours each to complete the application. The application asks the unit to address and provide evidence in the following areas:

- Profile of the facility and the unit, describing the framework in which the unit functions
- Staffing and staff engagement
- Effective communication, knowledge management, learning and development
- Evidence based practice and processes
- Outcome measurements

In response to these questions, the ICU was able to discuss the shared governance model, Intensivist Model, the staff development program, team scheduling, relational coordination, research and the quality metrics.

The application was reviewed and scored by AACN members and Senior AACN staff, who evaluate the approach to the various factors in the question, the implementation of the approach and the evaluation as well as learning from the various areas in the application.

Evidence-Based Practice and Research: Past, Present, and Future

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Autologous stem cell transplant is the standard of care for certain types of cancer, in particular multiple myeloma and some lymphomas. This means it has been proven to provide patients with the best outcome for treating their cancer. Stem cell transplant combines the use of high dose chemotherapy with strategies that preserve bone marrow function. Transplant expertise includes the use of mobilized peripheral blood stem cells and bone marrow growth factors to promote recovery from high dose chemotherapy.

Billings Clinic has performed autologous stem cell transplant since 2004. Over recent years, however, some insurance companies have not allowed patients to undergo their transplant procedure at Billings Clinic because we were not accredited by the Foundation for the Accreditation of Cellular Therapies (FACT). FACT accreditation is the gold standard for transplant programs and involves a rigorous application process, as well as extensive preparations to demonstrate compliance with over 1,800 standards.

Oncology nurses from throughout Billings Clinic stepped forward to systematically review the multitude of FACT standards and outline a plan for how program gaps would be addressed and resolved. Key nurses involved with this work included Nurse Clinicians, Staff Nurses, Clinical Coordinators, Patient Care Navigators, Nurse Informaticists, Nursing Leadership, Quality Specialists and Infection Control. Staff from the Cancer Care Center, Infusion Center, Emergency Room, Infection Control, Quality Resources, Laboratory and Intensive Care also participated and supported this important work.

This team spent numerous hours developing policies, procedures, and a robust quality management plan for the transplant program. As part of the quality management program, any process deviations experienced during the transplant process were documented, reported, and thoroughly investigated in accordance with the FACT standards. Additionally, a project was conducted to improve the process for ensuring patients did not miss any doses of growth stimulating factors when transitioning between inpatient and outpatient settings. Other endeavors of this team included compiling patient outcome data, developing competencies to document the skills of clinical staff, enhancing patient education materials, and implementing document control strategies for all forms, order sets, and standard treatment plans utilized as part of the program.

While efforts to pursue FACT accreditation had been underway for several years, the majority of these activities ramped up in early 2016. A mock survey was coordinated with an external nurse consultant from Boise’s Mountain States Tumor Institute (MSTI). After some revisions to the program based on the consultant recommendations in October 2016, we underwent our first on-site accreditation visit. Surveyors were exceptionally complementary of the high quality demonstrated by our program and the exceptional work that had gone into the visit preparations. Our initial report from FACT contained a handful of minor issues that the nursing team was quickly able to resolve and shortly thereafter we received the congratulatory notice that our program is now FACT accredited.

This journey was truly a demonstration of oncology nurses from various roles coming together to work toward a common vision that was both patient-centered and community-focused. Additionally, the teamwork demonstrated through close collaboration with the Laboratory was second to none! We are incredibly grateful for the hard work and commitment demonstrated by those who helped make this accreditation a reality!
The Nurse Residency Program at Billings Clinic was initiated in July 2016 with 11 new graduate nurses who successfully passed their NCLEX and obtained their Montana Professional Nursing license.

Medical Surgical Service line and the CVU were the first inpatient units to participate in this program. In October, another 5 new graduate nurses joined the program and are successfully transitioning into practice.

The Nurse Residency Program assists with transitioning a new graduate nurse from school to the professional work world. Curriculum was developed to meet the unique needs of the new graduate nurse by three nurse residency faculty members. The curriculum is presented over a year period of time on a monthly scheduled basis to provide the new nurse with opportunity to sharpen clinical and organizational skills in a protected environment. This is accomplished through classroom content, simulation experiences in the simulation lab, working closely with assigned preceptors, mentoring from faculty, and debriefing sessions. An emphasis on relational coordination is present throughout the year long curriculum, in the selection of multidisciplinary facilitators, simulation use, and time spent with other disciplines to better understand our interdependent roles in patient care.

The program will grow to add another 11 residents in 2017, upon successfully passing their NCLEX. Women and Children’s Services and the OR will also be joining the residency classes in 2017.

The nurse residents are in the process of transitioning successfully to their units and look forward to their monthly sessions together as they develop their communication, teamwork skills, and debrief on what has been happening in their transition with other new grads going through the same processes they are.

The Nurse Residency Program has been researching the impact of this new program at Billings Clinic with the approval of the IRB. Preliminary program feedback data shows improvement in technical skills, job satisfaction, and the difference supportive mentoring involved in the program has made to our residents.
The new Bob & Penni Nance Inpatient Pediatric Unit (IPU) welcomed its first patients on January 18, 2016. The beautiful state-of-the-art unit provides a dedicated location for this population of patients. The hues of blues and greens offer a peaceful and serene setting while basking in tremendous light from huge bays of windows in each of the patient rooms. Special lighting touches in each of the patient headwalls allow the child to select a “favorite color” to personalize their space. As the State of Montana Cystic Fibrosis (CF) Affiliate, we care for this specialized population of kids for extended periods of time. The dedicated room, made possible by the Elisha Stetson Tripp Family, within IPU, is larger in square footage to accommodate the exercise equipment and extended family space.

Upon entrance to the secured unit, a 90-inch TV screen welcomes all who enter with a variety of calming scenes such as live feeds from the Monterey Bay Aquarium and various live animal feeds from Explore.org. Xbox Kinect allows patients to interact and move about their room to promote activity as appropriate.

The road to complete an Inpatient Pediatric Unit at Billings Clinic was long. Intensive design meetings with Nursing representation, Nursing Leadership, Facility Planning, physicians and architects went on for several months. Site visits across the Western United States provided a vast number of ideas and potential features to include. This process proved to be challenging as Billings Clinic had not had a Pediatric Unit in the past and this created significant variances in opinion as to “what it might look like.” Our result is nothing less than spectacular!

The Nursing Leadership Team was in place by March 2015; to include, the Director, Nurse Manager and Nurse Clinician/Educator. Staff hiring followed with orientation and education that included both on-site didactic and simulation as well as hands on experience at Rocky Mountain Hospital for Children (RMHC) in Denver, CO. Despite varied nursing backgrounds, the newly hired IPU staff, RNs and unit clerk/CNAs, came together as one cohesive group to begin their journey in learning or improving skills to care for the pediatric patient.

The IPU staff was instrumental in unit and room set-up, supply ordering and placement. As Opening Day approached the staff and Leadership took an active role in touring and demonstrating special features within the rooms. The Family Centered approach to care in the Bob & Penni Nance IPU includes large open spaces for families (375 square feet), a sofa bed for care givers to spend the night and light dimming capabilities all promoting a welcoming home-like atmosphere.

Without the extreme generosity of Bob & Penni Nance, the Inpatient Pediatric Unit would not have been possible.
New Orthopedic and Neurosurgery Unit Opens

The Orthopedic and Neurosurgery unit opened in Billings Clinic in December of 2015 due to the collaboration of a vision between nursing leadership and orthopedic medical staff. An increasing demand from the general population in Billings, Montana and surrounding area for elective Orthopedic surgeries, the leadership at Billings Clinic were tasked with how to accommodate the needs of the community while ensuring that the services of existing patient populations were not compromised. The leadership team looked at existing space within Billings Clinic and at the time brainstormed about where their Rehabilitative patients could be placed, while still providing superb care to that patient population. Space vacated by a transitional care unit was the ideal location that provided an environment that would foster the needs of the Rehabilitative patient and their families while providing excellent nursing care.

The Orthopedic and Neurosurgery unit was developed with hands on planning and development from leadership, nursing and medical staff. The unit thrives on providing evidence based to Orthopedic and Neurosurgery patients in Billings, MT and surrounding areas. We work in collaboration with an interdisciplinary team made up of physical therapists, occupational therapists, case management, pharmacy, Orthopedic surgeons and Neurosurgery physicians. Nursing staff received specialized education focused on the needs of Orthopedic and Neurosurgery patients and are striving for Nursing certifications in these specialty areas.

Plans are already underway to expand bed capacity during 2017. Our team on ONU is truly excited for our future. Our nursing and interdisciplinary teams know that we provide exceptional care to our patients, as if they were our own family. The strength of our team and compassion for our patients is the best in Montana.

Charge Nurse Academy Established

A Charge Nurse (CN) Academy was developed to provide standardized education to charge nurses across the organization. The academy provides charge nurses with leadership knowledge and skills that can impact team satisfaction, unit flow, and patient outcomes.

Clinicians and nurse leaders from 13 departments conducted interviews with nurses and certified nurse’s aides regarding the charge nurse role. Core expectations were identified: models service expectations; leads with a positive attitude; conducts self in a professional/respectful manner; maintains clarity, balance, and poise in difficult situations; holds self and others accountable; supports team, department, and organizational initiatives; communicates effectively and is an active listener; adjusts easily to change; manages time efficiently; possesses knowledge/skills for unit specific populations; proactively identifies opportunities to improve service, quality, and safety; and mentors other caregivers. Expectations were used to develop the CN Academy, a three part training program consisting of competencies, a Patient Flow Center experience to visualize organizational staffing and patient flow, and nine hours of instruction focused on service, safety, quality and the 10 expectations.

227 Charge Nurses have now completed the requirements and graduated from the academy. Charge nurses report improved communication with team members and patients; more confidence with conflict resolution; being proactive with patient concerns; and improved team dynamics. One leader reports a baby’s life was saved because a charge nurse supported a peer, was assertive, and reassessed a complex medical situation. Skills were attributed to the CN Academy.
Billings Clinic began its journey to achieve an 80 percent baccalaureate in nursing (BSN/BAN) workforce upon the release of the Institute for Medicine (IOM) recommendations in 2011.

As part of the nursing strategic plan review in 2014, initiatives were enhanced to include an escalated tuition reimbursement program for staff seeking advanced education. In June 2014, all new hires with an ADN (Associate Degree in Nursing) are required to complete their BSN by December 2020. To date, all new hires are enrolled in BSN completion program or ADN to MSN programs.

National Database for Nursing Quality Indicators comparison to other Magnet designated facilities continues to show Billings Clinic upon the mean. 2016 experienced a slight decline in BSN or higher education completed due to turnover and inclusion of outpatient clinic departments in the overall calculation. There are currently 102 RNs enrolled to complete their BSN by 2020.

These new strategies will continue to support an increase in baccalaureate-prepared nurses through recruitment and hiring practices by providing financial support to incumbent staff members and new hires to return to school.
Publications and Presentations

2015 Publications


2016 Publications


2015 Posters and Podiums at National Meetings

Anna Christofinelli, RN, BSN; Leah Scaramuzzo, MSN, RN-BC, AOCN; Jeannine M. Brant PhD, APRN, AOCN, FAAN

Integrating Little People into a Big World, ONS Congress Orlando, FL

Poster

Diane Hurd, RN-BC, BSN; Andie Macdonald, RN, BSN; Cara Fairbanks, RN, BN, Heather Landon, RN, BSN

Into the Light: Triple Chemotherapy in the Treatment of Acute Depression, Suicidality, and Self-Harm Behaviors in the Adolescent Population

American Psychological Nurse Association and Mayo Clinic Annual Meeting Orlando, FL

Poster Sessions

Kastene Kunze, RN, OCN; Leah Scaramuzzo, MSN, RN-BC, AOCN; Kerry Nichols, BSN, RN, OCN; Jeannine M. Brant, PhD, APRN, AOCN, FAAN

Empowering the Bedside Nurse: Development of an End of Life Toolkit, ONS Congress Orlando, FL

Poster

Leah Scaramuzzo, MSN, RN-BC, AOCN

Creating Comfort Zones by Administering the Right Dose of Patient Education, ONS Congress Orlando, FL

Poster

2016 Posters and Podiums at National Meetings

Jeannine Brant, PhD, APRN, AOCN, FAAN; Natalie Gallagher, RN, MPH, OCN®; MS; Lisa Keller, RN, OCN®, Karen McLeod, MSN, RN, OCN®, CNL; Julie Summers, RN, BSN, OCN®; and Tahitia Timmons, MSN, RN-BC, OCN®, VA-BC

Breakthrough Cancer Pain (TCP): Putting Evidence into Practice, Oncology Nursing Society Annual Congress San Antonio, Texas, 2016

Podium

Amy Walton, RN, BSN, OCN, CMSRN; Leah Scaramuzzo MSN-BC, RN, AOCN; Jeannine M. Brant, PhD, APRN, AOCN, FAAN

You Can Do It: Contributing to the Literature as a Clinical Staff Nurse, Oncology Nursing Society Annual Congress San Antonio, Texas, 2016

Poster

Jeannine Brant, PhD, APRN, AOCN, FAAN; Erin Stevens, MD; Justin-Botsford Miller, MD; Judy Miller, RN, CPR (Billings); William Dudley, PhD (Piedmont); Sarahelena Panzer, BS (On Q) & Carrie Tompkins Stricker, PhD, RN (On Q) (Billings); Randall Gibb, MD (Billings)

Linking patient-reported outcomes to evidence-based supportive care across the cancer continuum

Oncology Nursing Society Annual Congress San Antonio, Texas, 2016

Podium
Nurses Certifying Their Practice

Adult Acute Care Nurse Practitioner (ACNPC)

Laurel Bouton, MSN, ACNP

Adult-Gerontology Primary Care Nurse Practitioner (A-GNP)

Sandra Gritz, RN, BSN, CCRN, Curt Lindberg, DMD

Advanced Oncology Certified Nurse (AOCN)

Jeaninne Brant, PhD, APRN, AOCN, FAAN

Advanced Pain Nursing Practice (APNP)

Miranda Meunier, MSN, GNP

AOCN: Adult Oncology Certified Nurse Practitioner

Cynthia MacAuley, RN, MSN, RNC, BC

AOCN: Adult Oncology Certified Nurse Practitioner

Stephanie Carter, MSN, APRN

AOCN: Adult Oncology Certified Nurse Practitioner

Jennifer Tafelmeyer, RN, BSN; Robin Wicks, RN, MSN; Laurie Smith RN, MSN; Jeannine Brant, PhD, APRN, AOCN, FAAN

Health Care Design: Does a New Progressive Care Unit Influence Patient Outcomes and/or Family and Staff Satisfaction (manuscript in press)

Susan Finn, RN, BSN, CN, CCRN; Jeannine M. Brant, PhD, APRN, AOCN, FAAN

VALIDATE: Testing a Device to Detect Sepsis Early

Jeannine M. Brant, PhD, APRN, AOCN, FAAN; Karyl Blaseg, RN, MSN; Carrie Sticker, PhD, APRN, AOCNS; William Dudley, PhD

Supportive Care Planning Across the Cancer Continuum (manuscript in press)

Nurse Researchers – Approved IRB Studies – Current

Cassandra Jensen, RN, BSN; Carla Mohr, RN, BSN

Essential Oil Peppermint and Its Role in Managing Nausea and Vomiting

Cheryl Miller, RN, MSN; Kelsey Hanson, RN, BSN; Nicholas Coombs, MStat; Jeaninne M. Brant, PhD, APRN, AOCN, FAAN

Transition Into Practice: Outcomes of a Nurse Residency/Coaching Program

Diane Goedeck, NP; Astri Zidack, MSW; Diane Arkava, MSW; Betty Mullette, RN, MSN; Nicholas Coombs, MStat; Jeaninne M. Brant, PhD, APRN, AOCN, FAAN

Outpatient Management of Perinatal Psychiatric Disorders: An Integrated Model of Care

Jeaninne M. Brant, PhD, APRN, AOCN, FAAN; Betty Mullette, RN, MSN; Nicholas Coombs, MStat

Measuring the Impact of a PCA Opioid Protocol for Intractable Pain (POPPy-I)

Nurse Researchers – Approved IRB Studies – Completed in 2015 or 2016

Jeaninne Brant, PhD, APRN, AOCN, FAAN; Lee Stringer, PharmD; Sherrie Herbert, RN, MSN, Lisa Peterson, RN, BSN, Christina Baffington RN, BSN; Nicholas Coombs, MStat; Betty Mullette, RN, MSN

Predictors of Oversedation in Hospitalized Patients (manuscript in press)

Jeaninne Brant, PhD, APRN, AOCN, FAAN; Susan Finn, RN, MN, CNL, CEN; Carla Mohr, RN, BSN; Betty Mullette, RN, MSN; Nicholas Coombs, MStat

Knowledge and Attitudes About Pain (manuscript in press)

Dania Block, RN, BSN, CCRN, Bob Merchant, MD; Sandra Gritz, RN, BSN, CCRN; Curt Lindberg DMD

Relational Coordination in the ICU: Do Relationships Influence Patient Outcomes?

Pam Zinnecker, RN, MN, CCRN; Jeaninne M. Brant, PhD, APRN, AOCN, FAAN

Health Care Design: Does a New ICU Influence Patient Outcomes and/or Family and Staff Satisfaction?

Susan Finn, RN, BSN

Rebecca Frye, BSN, RN

Amy Golifena, BSN, RN

Tina Hedlin, RN

Jaime Martinian, BSN, RN

Cynthia Neukam, BSN, RN

Mark Polakoff, BSN, RN

Rikki Rumph, BSN, RN

Brittany Silvers, BSN, RN

Tara Smith, RN

Lisa Stevens, BSN, RN

Karri Vesey, BSN, RN

Certified Flight Registered Nurse (CFRN)

Just Humphrey, BSN, RN

Ginger Silvers, BSN, RN

Julie Surrrell, RN

Aimee Wagner, BSN, RN

Certified in Infection Control (CIC)

Christine Nightingale, BSN, RN

Certified Medical-Surgical Registered Nurse (CMSRN)

Rebecca All, RN

Connie Anderson, BSN, RN

Joanna Anderson, RN

Sara Angiuanio, RN

Greta Beam, BSN, RN

Garet Boeoe, BSN, RN

Scott Brady, BSN, RN

Amanda Brownell, BSN, RN

Shannon Castillo, BSN, RN

Roberta Cooley, RN

Tammy Cozzens, BSN, RN

Courtney Dean, BSN, RN

Michelle Dess, BSN, RN

Heidi Diaz, BSN, RN

Brenda Doherty, BSN, RN

Bobbi Ewalt, RN

Jonathan Eyestone, BSN, RN

Curtis Ferrin, BSN, RN

David Fisher, BSN, RN

Lisa Fisher, BSN, RN

Jeremiah Fisher, BSN, RN

Rachel Gray, RN

Lisa Guiterrez, BSN, RN

Brenda Hallsted, RN

Emily Hand, BSN, RN

Sheila Hart, RN

Amanda Hochhalter, BSN, RN

Dee Hogue, BSN, RN

Debra Holm, BSN, RN

Lanelle Jourdan, RN

Stephanie Kanning, BSN, RN

Caela Kaszuba, BSN, RN

Robin Kibble, BSN, RN

Nichole Krugler, BSN, RN

Crystal Lee, RN

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Pam Zinnecker, RN, MSN, CCRN, Bob Merchant, MD; Sandra Gritz, RN, BSN, CCRN; Curt Lindberg DMD

Relational Coordination in the ICU: Do Relationships Influence Patient Outcomes?

Pam Zinnecker, RN, MN, CCRN; Jeaninne M. Brant, PhD, APRN, AOCN, FAAN

Health Care Design: Does a New ICU Influence Patient Outcomes and/or Family and Staff Satisfaction?

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Lisa Stevens, BSN, RN

Karri Vesey, BSN, RN

Certified Flight Registered Nurse (CFRN)

Just Humphrey, BSN, RN

Ginger Silvers, BSN, RN

Julie Surrrell, RN

Aimee Wagner, BSN, RN

Certified in Infection Control (CIC)

Christine Nightingale, BSN, RN

Certified Medical-Surgical Registered Nurse (CMSRN)

Rebecca All, RN

Connie Anderson, BSN, RN

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