The Future of Nursing
Leading Change Through Leadership, Education and Research

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The history of nursing is rich, and filled with growth and challenges that have molded the profession to be what it is today. The first bachelor’s degree in nursing (BSN) was awarded in 1937, the first doctorate in nursing education was awarded in 1924, and the first master’s degree (MSN) in a clinical specialty was awarded in 1956.

While the nurse practitioner role was established in 1965, Florida authorized advanced practice nursing 10 years later, in 1975. Florida is one of two states limiting the 13,000 ARNPs from practicing within the full extent of their education and training. While the BSN degree has yet to be established as the entry level into nursing practice, today there are more than 633 R.N. to BSN programs, 173 R.N. to MSN programs and 153 doctor of nursing practice (DNP) programs, with another 160 programs in the planning stages.

A growing body of evidence links nursing practice to improvements in patient safety and quality care. In 1860, Florence Nightingale’s Notes on Nursing: What It Is and What It Is Not, identified nursing’s role in healthcare quality and began correlating positive patient outcomes with specific nursing interventions. Now, 138 years later, the American Nurses Association established the National Database of Nursing Quality Indicators, which reflects the structure, processes and outcomes of nursing care.

The 2001 Institute of Medicine (IOM) report, Crossing the Quality Chasm, identified gaps in delivering patient care services. The report stated that the current healthcare system structure did not make optimal use of its resources. It called for healthcare organizations to promote care that is “safe, effective, client-centered, timely, efficient and equitable.”

The 2010 IOM report, Future of Nursing, has altered the landscape of the nursing profession, recommending transformation in practice, education and leadership. The eight recommendations (see below) create an action-oriented blueprint that will facilitate our ability to narrow the quality chasm and implement wide-reaching changes in the healthcare delivery system.

This issue of Nursing Excellence showcases examples of how Baptist Health nurses are leading the way in implementing the IOM recommendations. Our nurses are afforded the opportunity for educational advancement and lifelong learning. The Versant RN Residency Program has changed our culture and improved nurse retention. We have created expanded roles for advanced practice registered nurses and have initiated nurse-managed clinics.

Nurses represent 80 percent of the total number of healthcare providers; therefore, our leadership in healthcare is imperative. We must capitalize on our consolidated knowledge, experience and perspective to collaboratively redesign processes and transform patient care across the continuum. We must learn from our past in order to move forward and shape the future of nursing. It’s our time!

The Future of Nursing — Leading Change, Advancing Health

Report Recommendations:

1. Remove scope-of-practice barriers.
2. Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
3. Implement nurse residency programs.
4. Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020.
5. Double the number of nurses with a doctorate by 2020.
6. Ensure that nurses engage in lifelong learning.
7. Prepare and enable nurses to lead change to advance health.
8. Build an infrastructure for the collection and analysis of interprofessional healthcare workforce data.
Baptist Hospital has a rich history of supporting new graduate nurses as they transition from the classroom to the working world of the registered nurse. Our new nurses benefit from the Versant RN Residency Program, which provides a comprehensive, evidence-based on-boarding of new nurse graduates.

Under the direction of Yvonne Brookes, director of clinical learning, the first Versant RN Residency class began in August 2007 and consisted of 105 graduate nurses. Since that time, the program has graduated nearly 740 new nurses.

Baptist Hospital has the largest number of Versant residents in the organization, with 357 residents practicing at Baptist and Baptist Children’s Hospital. This number represents 48.2 percent of the total residents at Baptist Health and 22 percent of the hospital’s nursing workforce.

These nurses practice in areas such as medical-surgical, labor and delivery, emergency center and critical care. Many of our residents have been promoted to clinical leadership positions, received the DAISY Award and named Magnet Unit Nurse of the Year. Others have gone on to become preceptors and mentors in the Versant program, choosing to “pay back” to the system and remain a part of this special group of nurses.

The exceptional mentoring and preceptor relationships at Baptist Hospital sustain the new graduate long after the residency is completed. Weekly meetings with the new nurse, manager, preceptor and Versant coach keep progress and goals meaningful and current.

Our residents, preceptors and mentors played an important role in our Magnet recertification process. These nurses were interviewed by Magnet surveyors who were impressed with their dedication and commitment to their profession and to Baptist Hospital. The surveyors were also struck by the camaraderie among the Versant nurses and the admiration they have for each other.

The Versant RN Residency Program has had a positive impact on nursing at Baptist Hospital and has helped meet the staffing needs of our growing organization. The industry’s predicted nurse staffing shortage has not been visible at Baptist Health.

We can be proud that we have an excellent program in place that, along with the Nurse Scholars Program, will produce caring and competent nurses for years to come.

Becky Montesino, R.N.

Magnet Standards Align With IOM Report

The five model components of the Magnet Recognition Program Model — Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations and Improvements, Transformational Leadership and Empirical Quality Results — provide a framework for nursing practice at Magnet-recognized organizations. Following these model components, Baptist Hospital nurses will lead the reformation of healthcare, the discipline of nursing and the care of the patient, family and community.

One goal of the 2010 healthcare legislation is to provide healthcare access for the 32 million Americans who are uninsured. The challenge healthcare providers face is how to accommodate the increased demand for services without sacrificing quality of care.

In its report, The Future of Nursing, The Institute of Medicine recognized that nurses are positioned to assume leadership roles and address the challenges of the changing healthcare system. As the largest group of healthcare workers, nurses have the opportunity to play key roles in the development of an equitable and high-quality patient- and family-centered healthcare system.

The model components and standards of nursing care align with the IOM report recommendations. Both indicate that nurses should practice to the full extent of their education and training, and, in doing so, are empowered to make an impact on the future of nursing.
Nurses are central to leading change and advancing health, according to the Institute of Medicine’s report, *The Future of Nursing*. With the impending healthcare reform, nurses are charged with assuming leadership positions across all levels of the healthcare organization. Private, public and governmental healthcare decision makers must ensure that leadership positions are made available to nurses and filled by nurses.

Preparation of the nurses to become future leaders is the responsibility of nursing educational programs, nursing associations, healthcare institutions and nurses themselves.

The Professional Nursing Advancement Program is a vehicle that supports personal and professional growth and requires nurses to be leaders in an evidence-based practice change.

Kareem Johnson, R.N., was fulfilling this objective when he led an interdisciplinary team to implement an integrative palliative care model in the Intensive Care Unit at South Miami Hospital. The project transformed the culture of the critical care unit and empowered the nursing staff to actively practice intercultural palliative and end-of-life care. Mr. Johnson sought an opportunity to be a nurse leader, and the project advanced him to the Expert level.

Nursing associations are yet another avenue where nurses can seek mentorship for leadership growth. Maureen Pahl, R.N., a lactation nurse in the Neonatal Intensive Care Unit at South Miami Hospital, has been co-chair of the Miami-Dade Chapter, for two years. Her leadership involvement in this nursing professional association molded the unit leader she is today.

Ms. Pahl, who is also a nurse leader, oversees transition of care from the hospital to the home. She recognizes the importance of community support when she delivers care to mothers who require breast-feeding assistance. She ensures her patients have all of the necessary breast-feeding community support options before discharge.

The beauty of the nursing infrastructure at South Miami Hospital is that it is built on the concept of the nurse as a leader. Nurses are leaders at the bedside through shared governance. Nurses are leaders in the boardroom through a strong nursing administration team. South Miami Hospital understands that nurses lead the way.

**Supporting Nursing Research**

South Miami Hospital’s nursing research committee was established in 1984, long before other hospitals in the community followed suit. During those early years, nursing students conducted on-site research, attended lunch-and-learn meetings and evaluated research results for application into practice.

In 2001, the South Miami Hospital research council drafted an evidence-based practice model based on the steps of the nursing process. This model was later named the Clinical Excellence Through Evidence-based Practice (CETEP) Model and, subsequently, was adopted as the model for Baptist Health. Over the years, nursing research has remained a top priority at South Miami Hospital.

In response to the increasing number of nursing research initiatives, South Miami Hospital now has a full-time nurse research specialist on staff. Shakira Henderson, R.N., is a corporate representative from the Center for Research and Grants assigned to the hospital to facilitate, lead and support nursing research. The corporate model allows nurses to have access to a cross-functional team of experts in grant development, compliance, outcomes research, and research design and development.
At Doctors Hospital, we are changing our healthcare team lineup to adapt to the future healthcare landscape. The changes implemented thus far have resulted in improved patient care.

In the recovery room, nurse case managers now review all clinical information to ensure the patient is placed in the appropriate level of care post-surgery. In addition, they scrutinize the documentation to ensure it contains language required by regulatory agencies for proper reimbursement.

In the preoperative suite, nurse case managers review all elective surgeries to ensure physician documentation supports Medicare guidelines. To fully understand the billing process, our nurse case managers are encouraged to take classes in ICD-10 coding, which teaches them that documentation is the key mechanism for accurate diagnosis and procedure identification.

Nurse case managers, along with physicians, ensure the patient is placed in the appropriate level of care by reviewing medical necessity, severity of illness and the intensity of care. Proper evaluation determines if the patient is admitted as an inpatient or placed in observation. This protocol promotes the use of efficient, cost-effective patient resources.

With the focus on hospital performance and improvement, the Center for Medicaid and Medicare Services has implemented a Value-Based Purchasing Program, which identifies a hospital’s performance on National Quality Measures and Hospital Consumer Assessment of Healthcare Providers and Systems targets. The performance of Doctors Hospital’s skilled nurses helps place our ranking in core measures among the best-performing hospitals in the nation.

Our quality nurses help ensure that we meet our goal of 100 percent compliance in this area. Their presence on the patient units allows the bedside nurse and physician to obtain immediate feedback on measures that are essential for the delivery of high-quality patient care.

Our lineup has changed, but our end result is unchanged — top quality patient care delivered to all of our patients, all of the time.

Providing Quality Care Is A Matter of Heart

The Affordable Care Act passed in 2010 initiated a transformation of healthcare that has not been seen since the Medicare and Medicaid programs were created in 1965. Under this reform, nurses — the largest segment of the healthcare workforce — are in a position to change how healthcare is delivered.

Promoting wellness and preventing disease will continue to be important to the future of healthcare. An educated workforce will provide the best care to patients in a cost-effective manner. To this end, Doctors Hospital has developed A Matter of Heart — a program that provides exceptional care for patients and addresses the pay-for-performance aspects of healthcare reform.

The goal of A Matter of Heart is to reduce readmissions of patients who suffer from chronic heart failure. Following best practices and evidence-based literature, Katty Guevara, ARNP, works directly with all patients who have a primary diagnosis of heart failure.

Ms. Guevara sees patients daily during their hospitalization and collaborates with the healthcare team to provide the patient and the patient’s family with the appropriate tools to manage a medical condition at home. This program has successfully reduced the overall heart failure readmission rate by nearly 10 percent in its first year. It is a win-win for both the patient and Doctors Hospital.
The readmission rates of patients with chronic heart failure and diabetes at Homestead Hospital were above the national average, and that of our counterparts. We recognized the need to reduce these readmission rates to improve quality of care, as well as financial results.

Our investigation revealed two reasons most patients returned to the hospital after discharge: They do not have a primary care physician to visit for follow-up care; or the wait to see their primary care physician after discharge is too long. This transitional period after hospital discharge is critical in the continuum of a patient’s recovery. Many patients leave the hospital confused about their discharge instructions, and, as a result, have a greater likelihood of complications.

To better serve our patients, Homestead Hospital collaborated with Baptist Health Medical Group to open Baptist Health Follow-up Care. The clinic provides the transitional care these patients need after hospital discharge. In addition, many of our patients are uninsured and have limited knowledge of the community clinics that provide free medical care. Patients who do not have medical insurance or a primary care physician are properly referred to a permanent medical home where their care is assumed.

At Baptist Health Follow-up Care, one of the first nurse-managed clinics in Baptist Health, Adaeze “Chika” Ohaeto, ARNP, oversees the daily operations and patient care. Support staff at the clinic includes a social worker, nurse educator and patient representative.

In the first two months of operation, the clinic’s team cared for 83 new patients and referred 62 of those patients to permanent medical homes.

Currently, Baptist Health Follow-up Care is accepting only referrals from inpatient and emergency departments of Baptist Health hospitals. We plan to expand our services in the future as the needs arise.

There is no doubt that the future of healthcare will place nursing at the forefront, as was confirmed in the Institute of Medicine’s 2010 report. Homestead Hospital is leading the way with the opening of this transitional care clinic.

Homestead Hospital

Message from Chief Nursing Officer Gail Gordon, R.N.

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Doctoral Prepared Nurses: Leading the Way

What do DNP (Doctor of Nursing Practice) nurses bring to the organization they serve? They take care of patients, mentor other nurses and complete research at the bedside. These experts work as nurse practitioners and clinical nurse specialists and serve in director-level positions. Homestead Hospital is very proud to have three doctoral-prepared nurses serving in leadership roles.

“They display excellent time management skills and are tremendous problem solvers,” said Gail Gordon, Homestead Hospital vice president and chief nursing officer. “These nurses often lead large projects because they are current with the latest practices, have evidence-based clinical expertise and possess business management abilities. Another contribution is their ability to develop and encourage others.”

The Institute of Medicine report The Future of Nursing recommends the number of nurses with a doctorate degree should double by 2020. Baptist Health supports this goal by awarding scholarships to nurses pursuing advance practice degrees.

The National Academy of Sciences states the specialty training possessed by DNPs will increase the number of researchers and faculty members. Lack of faculty hinders the number of students in nursing education. By 2015, all nurse practitioners will be required to have a doctorate in nursing practice. Homestead Hospital is on its way to meeting this goal. In the future, doctoral-prepared nurses will be the leaders in our profession.
When Mariners Hospital converted to a Critical Access Hospital in October 2010, we were provided the opportunity to add licensed skilled nursing beds to our 25 licensed inpatient beds. We chose to add the skilled beds, which enables Mariners to retain patients for acute rehabilitation and meet the Centers for Medicare & Medicaid Services’ 96-hour annual average for acute patients.

In anticipation of opening these beds, a multidisciplinary team led by Patient Safety Officer Roberta Fismer, R.N., conducted a Failure Mode & Effect Analysis (FMEA). The team developed a process for converting our inpatients. This process focused on communication between the nursing team, physician, utilization review, social services, admitting, pharmacy and supporting clinical departments.

The interventions implemented based on the FMEA findings were effective when an inpatient was discharged and readmitted as a skilled patient. Skilled patients were not relocated to another facility, and they were happy to stay close to home for their acute rehabilitation.

Upper Keys residents hospitalized in Miami-Dade County hospitals for medical or surgical care may request a transfer to Mariners Hospital if they require acute rehabilitation. In this case, the sending physician would contact an accepting physician and write the order for a patient transfer. Social services at the sending facility would contact admitting and arrange for patient transportation. In some instances, important steps in this process were missed, which increased the potential for inappropriate transfers.

To enhance the process, a multi-disciplinary Teams, Refocus, Imagine, Measure task force was facilitated by one of our performance improvement nurses. Failures in this system were identified. Roles for physicians, utilization review, social services, physical therapy, admitting and nursing were defined. Communication with the transferring hospitals was also improved, resulting in improved patient transfer procedures.

Providing acute skilled beds has enabled Mariners Hospital to provide a much-needed service to the community, while at the same time offering our nurses the opportunity to work collaboratively with other licensed professionals and expand their scope of practice.

Leading the Change

Although some procedures have changed since Mariners Hospital became a designated Critical Access Hospital, our goal remains the same: to provide safe, quality healthcare for our patients while reducing costs.

Mariners’ nurses collaborate with physicians and other members of the interdisciplinary healthcare team to implement many innovative solutions and cost-saving measures. Routine order sets are scrutinized to ensure they adhere to evidence-based practices. Redesigning such protocols saves our patients thousands of dollars.

“Due to the unique billing requirements for Critical Access Hospitals, Mariners’ nursing leadership and revenue management leadership identified the need to enhance quality assurance over hospital charges,” said Karen Godfrey, corporate vice president, financial services. “In addition to routine charge reconciliation procedures, nursing leadership implemented a pre-billing review process for select accounts to ensure charges are consistent with the medical record documentation.”

Hospitalists and members of the Medical Executive Committee support nurses’ contributions and initiatives. As leaders and change agents, Mariners’ nurses continue to improve the practice environment, reduce costs and respond to the increasingly complex healthcare system. The experience is engaging and rewarding for our nurses.
The Institute of Medicine’s (IOM) report, *The Future of Nursing*, recommends “nurses should practice to the full extent of their education and training” and “should be full partners, with physicians and other healthcare professionals, in redesigning healthcare in the United States.” The leadership roles demonstrated by advanced practice nurses at Baptist Health are an example of how the organization is executing these two recommendations.

Advanced practice nurses — registered nurses who have graduate education, certification and clinical training — serve as healthcare providers in a broad range of primary care, acute and outpatient settings. Supervised by our medical staff, they are important providers of care in Baptist Health emergency departments, urgent care centers and operating rooms.

More recently, advanced practice nurses have become hospital-based employees, playing an integral part of the hospitalist and employee health programs. They also serve in specialty services, such as cardiovascular care, neuroscience, wound care and palliative care.

At West Kendall Baptist Hospital, the House-based Advanced Registered Nurse Practitioner program was developed following best practices established by our sister hospitals and crafted to meet the unique needs of our small community hospital. The nurse practitioners work under the supervision of the hospitalists to ensure quality and safety of care in four distinct areas:

- Code management (Code Help, Code Rescue, Code Blue)
- Chronic disease management (chronic heart failure, asthma, diabetes)
- Continuum of care management (Discharge Call Management Outcomes review)
- Coordination of care (with direct care nurses and primary and specialty physicians)

Research shows that advanced practice nurses consistently provide high-quality, safe, effective healthcare. West Kendall Baptist Hospital is continuing to leverage the expanded knowledge, skill and expertise of the advanced practice nurse to positively impact patient outcomes and ensure that *The Future of Nursing* recommendations are implemented.
Nursing has definitely evolved. The stereotypical hospital nurse wearing a white uniform and cap and changing dressings, sheets and bedpans exists only in old movies. The rising demand for ambulatory and home care, the aging population with more complex and long-term needs and the ever-changing healthcare environment are factors that have led to an increase in demand for nurses with more skills, qualifications and experience.

Now, more than ever, nursing needs vibrant and dedicated leaders. However, in today’s healthcare setting, nurses who wish to grow and develop as leaders realize that clinical skills alone are not enough. Rather, the expanding role of nurse leaders requires that clinical skills be coupled with sound business skills. The Institute of Medicine’s report, The Future of Nursing, recommends nurses seek opportunities to develop and exercise their leadership skills to advance healthcare.

Being a nurse leader at Baptist Outpatient Services offers the unique opportunity to combine nursing expertise with business management skills. Our nurse leaders function as entrepreneurs and are equipped and skillful at “running their businesses.”

In the outpatient sector, the typical hospital resources are not readily at hand. Therefore, nurse leaders must possess strong leadership and communication skills and the ability to organize, assess and implement sound plans.

In their day-to-day roles, nurse leaders at each site are directly responsible for managing purchasing and supply chain services and pharmacy, dietary and guest services. To direct these operational processes, Baptist Outpatient Services’ nurse leaders collaborate with off-site consultants who are experts in these areas of operation. However, the nurse leaders must be creative, decisive and resourceful, as these consultants are not always available to respond to their needs.

As the healthcare environment evolves, Baptist Outpatient Services nurse leaders are forging forward, expanding their traditional roles and leading change.

The Expanding Role of Nurse Leaders

Miosotis “Mio” Cervantes, R.N., joined Baptist Outpatient Services in 2011 as a nurse supervisor at West Kendall Urgent Care, and was recently promoted to site manager at Coral Gables Medical Plaza. In her expanded role, Ms. Cervantes is experiencing the one-of-a-kind leadership role available to nurses at Baptist Outpatient Services.

Ms. Cervantes is responsible for managing the center’s staff, budgets and supplies, as well as marketing its services to area physicians. “As a nurse leader at Baptist Outpatient Services, I am given the unique opportunity to manage the day-to-day operations of a stand-alone healthcare facility, while having a positive impact on quality patient care outcomes,” Ms. Cervantes said.

During her 20-year nursing career, Ms. Cervantes has served as a staff nurse and charge nurse, and has also held various nurse supervisor roles.

Ms. Cervantes is one of many successful nurse leaders at Baptist Outpatient Services, and a wonderful example of how the nurse leader role has changed in today’s healthcare setting.

As site manager at Coral Gables Medical Plaza, Miosotis “Mio” Cervantes, R.N., is leading change and improving the nursing practice environment.
Profile of Success

Paving the Way for Advanced Practice Nurses

Prevention, wellness and patient education are top priorities for Victoria Pope, ARNP

As ARNP supervisor of South Miami Heart Center’s Outpatient Services, Victoria Pope, ARNP, manages Baptist Health’s first and only Anti-coagulation Clinic, a program that she helped “build from the ground up,” beginning in 2007.

“Creating this clinic has been a team effort and labor of love,” said Ms. Pope. “I would not be in this position, and could not have accomplished this, without the support of the entire Heart Center team.”

The Clinic was created to fulfill a patient need: to make life easier for anticoagulation patients and their physicians. Ms. Pope and the Clinic’s team of nurses collaborate with the patient’s physician to maximize the benefits of anticoagulation medication while minimizing side effects. They educate heart disease patients and create individualized lifestyle recommendations to help them achieve a healthy balance.

“We take time to inform our patients, and their gratification is reflected in our patient satisfaction scores, which are consistently at or above 95 percent,” said Ms. Pope.

Ms. Pope’s career and education reflect her passion for helping people live healthier, more complete lives. Prior to earning her nursing degree in 1995, she earned a bachelor’s degree in health education. She began her nursing career in the South Miami Hospital Intensive Care Unit in 1997, and through the Nurse Scholars Tuition Reimbursement Program, received her advanced practice degree from Florida International University in 2002. Ms. Pope also spent three years as a private-practice cardiac ARNP.

In her current role at the Heart Center’s Outpatient Services, Ms. Pope and her team treat 60-65 patients each day. In her daily practice, she continues to uphold the core philosophy of the nurse practitioner field: to make prevention, wellness and patient education a priority.

“Victoria is an excellent nurse practitioner and patient care provider,” said Carol Biggs, R.N., vice president, South Miami Heart Center. “Our leadership team, physicians and other nurse practitioners seek her out for her expertise. She’s loved and respected by all and is an asset to our organization.”

The passion for nursing runs in Ms. Pope’s family. Her sister, Leah Pope, R.N., is a newly graduated nurse practicing at Baptist Hospital.

“My success at Baptist Health inspired my sister to follow in my footsteps,” Ms. Pope said. “She is currently a resident in the Versant RN Residency Program, which is proving to be an amazing way for her to transition from the classroom to clinical practice. Just as it has been with my career, the future of nursing is about teamwork.”

Ms. Pope is a Miami native. In fact, she was born at Doctors Hospital. She is the proud mother of 5-year-old Sarah, who makes her life complete. “She has changed my perspective about everything in life,” Ms. Pope said. “She is my world.”
Versant RN Residency Program Celebrates Its Fifth Anniversary

Baptist Health had great foresight into the future of nursing. When the Institute of Medicine (IOM) recommended healthcare organizations implement nurse residency programs in the 2010 report *The Future of Nursing*, the Baptist Health Versant RN Residency Program was already entering its fourth year.

The program was launched in August 2007 under the direction of Yvonne Brookes, R.N., director of clinical learning, and provides newly licensed nurses with the support, instruction and guidance necessary to develop the critical thinking and clinical skills that are essential to safe, effective nursing care. “We made a commitment to support our new nurses through this evidence-based program, and it has proven to be vital to the future of nursing,” said Ms. Brookes.

The 18-week curriculum combines classroom instruction with real-time, hands-on mentoring. Each nurse works with preceptors who share clinical duties with the resident, mentors who provide emotional support and debriefers who counsel the new nurses on work-life balance.

When the Versant Residency Program was launched, the turnover rate among first-year nurses at Baptist Health was 22.3 percent. Today that rate is less than 7 percent.

“Newly graduated nurses historically have a high turnover rate, but we have significantly reduced that number,” said Ms. Brookes. “More importantly, our new nurses are better prepared, more confident and more committed to Baptist Health.”

Five years since its inception, nearly 740 nurses — 25 percent of Baptist Health’s nurse workforce — have successfully graduated from the Versant Residency Program. More than half of the graduates — 383 nurses — now serve as preceptors. Versant graduates are committed to serving in these roles and “paying it forward.”

Baptist Hospital nurse Courtney Fry, R.N., was a member of the first cohort of residents and has served as a preceptor for more than three years. She also serves on the preceptor council, which is seeking national certification of preceptors. “As a new nurse, there is no substitute for the real-life experience nurses obtain by working with a veteran nurse,” she said. “As a preceptor, there is no greater reward than to see the impact you have on another nurse, the unit and the organization.”
Versant RN Graduates Achieve Success

Five years and 13 cohorts later, the Versant RN Residency Program has graduated nearly 740 nurses. Where are they now? They are providing Baptist Health patients and families with safe, quality care. They are serving in clinical leadership positions, educational roles and leading the charge in research. Versant graduates are also being recognized by their peers, leaders and community for their dedication and performance. Here’s a sampling of the many accomplishments of Baptist Health’s Versant RN Residency graduates:

Jennifer Alvarez, R.N., South Miami Hospital, 10th cohort, named Unit Nurse of the Year, 2012.

Obed Bello, R.N., Baptist Hospital, 9th Cohort, received DAISY Award.

Jorge Bolivar, R.N., West Kendall Baptist Hospital, 4th cohort, promoted to patient care supervisor.

Yoel Cruz, R.N., West Kendall Baptist Hospital, 3rd cohort, promoted to patient care supervisor.

Christy De Leon, R.N., Baptist Hospital, 10th cohort, received DAISY Award.

Carlos Delgado, R.N., Homestead Hospital, 6th cohort, received DAISY Award.

Monica Dos Santos, R.N., West Kendall Baptist Hospital, 4th cohort, named Employee of the Quarter.

Osnardo Drago, R.N., Baptist Outpatient Services, 2nd cohort, first resident promoted to supervisory position.

Angelique Duquesne, R.N., South Miami Hospital, 10th cohort, named Unit Nurse of the Year, 2012.

Irma Garriga, R.N., West Kendall Baptist Hospital, 1st cohort, first resident to advance in PNAP, certified in Orthopedic Nursing (OCN).

Miriam Hernandez, R.N., Baptist Hospital, 6th cohort, named Unit/Magnet Nurse of the Year, 2012.

Michelle Houellemont, R.N., Baptist Hospital, 1st cohort, named Unit/Magnet Nurse of the Year, 2012, certified in Emergency Nursing (CEN).

Charolette Jarrett, R.N., West Kendall Baptist Hospital, 10th cohort, certified in Emergency Nursing (CEN).

Courtney Kelly, R.N., Baptist Hospital, 1st cohort, participated in research fellowship through the Center for Research and Grants and named Unit/Magnet Nurse of the Year, 2012.

Roberto Laporte, R.N., Doctors Hospital, 6th cohort, named Nurse of the Year.

Yara Martinez, R.N., Doctors Hospital, 2nd cohort, promoted to patient care supervisor.

Blessing Nwonu, R.N., West Kendall Baptist Hospital, 7th cohort, nominated for Nurse of the Year, 2012.

Eugene Obando, R.N., Baptist Hospital, 4th cohort, named Unit/Magnet Nurse of the Year, 2012.

Leonor Perez, R.N., South Miami Hospital, 4th cohort, first resident to become clinical nurse educator.

Valery Renaud, R.N., Homestead Hospital, 9th cohort, received DAISY Award.

Amy Renfroe, R.N., Homestead Hospital, 4th cohort, received DAISY Award.

Jacqueline Rodriguez, R.N., Doctors Hospital, 10th cohort, named Nurse of the Year, 2012.

Jessica Sanabria, R.N., West Kendall Baptist Hospital, 4th cohort, certified in Emergency Nursing (CEN).

Angela Solomon, R.N., Homestead Hospital, 10th cohort, named Employee of Month.

April Triana, R.N., Baptist Hospital, 2nd cohort, certified in Orthopedic Nursing (OCN).

Crystal Varvel, R.N., Baptist Outpatient Services, 8th cohort, promoted to patient care supervisor.

Rosaura Velasquez, R.N., Baptist Hospital, 3rd cohort, received DAISY Award.

Judith Vernet, R.N., South Miami Hospital, 5th cohort, named Unit Nurse of the Year and received Nightingale Award, 2012.
Nursing Achievements

Publications, Presentations and Research

Poster presentations:
Rosalina Butao, R.N., Fatima Garcia, R.N., Tanya Juddkins-Cohn, R.N., Victoria Y. McCue, R.N. 7th Annual Baptist Health South Florida Research Conference, Miami, April 2012. Shared Governance Equals Shared Decision, Is it or Is it Not?
Laura Carey, R.N. 7th Annual Baptist Health South Florida Research Conference, Miami, April 2012. Energizing Direct Care Nurses to Create and Understand Their Professional Practice Model.
Olivia Cocabo, R.N., Delia Hipos, R.N. 7th Annual Baptist Health South Florida Research Conference, Miami, April 2012. Effectively Using Site-scrub in Preventing Central Line Infection.

Podium presentations:
Mavel Arianal, R.N., Carmen Avila-Quintana, R.N. 7th Annual Baptist Health South Florida Research Conference, Miami, April 2012. Will Installation of Medication Cabinets in Medical-Surgical Patient’s Room Increase Staff Nurses’ Satisfaction of Medication Administration System as Measured by MAS-NAS Without Altering Medication Charge Accuracy?
Juan M. Gonzalez, R.N. Sigma Theta Tau Symposium, Miami, 2012. Implementation of Smoking Cessation Program for Patients Discharged Home From the ED.
Rosemary Lee, DNP. American Association of Critical Care Nurses National Teaching Institute, Orlando, May 2012. Diagnosing & Managing Intra-abdominal Hypertension by the Advanced Practice Nurse.
Ellen Redick, R.N. Florida Association for Medical Staff Services (FAMSS) Annual Conference, Orlando, May 2012. How Medical Staff Service and Performance Improvement Professionals Can Work Together to Help the Medical Staff to Ensure Safe, High-quality Patient Care.
Education and Certifications


Robert Fischer, R.N., Certified Professional in Patient Safety

Dennise Haughton, ARNP, Certified Acute Care Nurse Practitioner (ACNP-BC)

Blanca Herrera, R.N., Certified High Risk Neonates (RNC-NIC)

Jessica Huccey Nua, R.N., Registered Nurse Board Certified (RN-BC)

Nerlade Josep, R.N., Certified Nurse Executive (NE-BC)

Elva Juarez, R.N., Certified Postanesthesia Nurse (CPAN)

Yamile Leon, R.N., Certified Breast Patient Navigator in Imaging and Cancer (CPN-IC)

Linda Long, R.N., Certified Gerontologic Nurse Practitioner (GNC-P)

Mayra Moreno, R.N., Certified Low Risk Neonatal Nursing (RNC-LRN)

Lourdes Placeres, R.N., Wound, Ostomy, Continence Nurse (WOCN)

Frances Roig, R.N., Certified Lactation Counselor (CLC)

Robert Seymour, R.N., Certified Neuroscience Registered Nurse (CNRN)

Sabrina Wong, R.N., Wound V.A.C. Certification

Certified Breast-feeding Counselor (CBC): Blanca Herrera, R.N., Lisette Lopez R.N., Deborah Stitt, R.N.

Certified Cardiovascular Nurse (CVN): Sara Betancourt, R.N., David Goins, R.N.


Certified Medical-Surgical (CMSRN): Maria Llanos, R.N., Rosario Lopez, R.N., Aracely Olivera, R.N., Melinda Watson, R.N.

Certified Inpatient Obstetrics Nurse (RNC-OB): Lorilee Graham, R.N., Alicia Johnson, R.N.


Certified Pediatric Emergency Nurse (CPEN): Ingrid Hernandez, R.N., Karla King, R.N.

Certified PeriAnesthesia Nurse (CAPA): Cecilia Cornel, R.N., Christina Meder, R.N.

Certified Professional in Healthcare Quality (CPHQ): Milly Selgas, R.N., Debra Witherspoon, R.N.

Certified Radiation Oncology (OCR): Lillian Basadre, ARNP, Katherine Bukolt, ARNP, Lisa Nickerson, R.N.

Progressive Care Certified Nurse (PCCN): Angie DeLaCruz, R.N., Donalynne Gagarra, R.N., Dina Grodson, R.N., Joan Sorola, R.N.

Professional Awards/Recognition
Joanne Aberilla, R.N., received Clinical Educator Award, West Kendall Baptist Hospital.


Diane Amado Tate, R.N., appointed to Board of Jack and Jill of America, Miami Chapter.

Donna Bedo, R.N., named Mariners Hospital Outstanding Preceptor of the Year 2012.


Vanessa Gonzalez, R.N., named South Miami Hospital’s Magnet Nurse of the Year.

George Gordon, R.N., recognized by the Family Christian Association of America.

Denise Harris, R.N., served as president, Florida Organization of Nurse Executives, 2012-2013.

Shakira Henderson, R.N., received 2012 Award of Excellence in Practice from the Association of Women’s Health, Obstetric and Neonatal Nurses.

Nerlane Joseph, R.N., received Transformational Leader Award, West Kendall Baptist Hospital.

Tania Kaluger, R.N., chosen for Mariner’s Hospital Emerging Leader program.

Andrea Lavallee, R.N., served on Board of Directors, Florida Association for Healthcare Quality, 2012-2014.

Victoria McCue, R.N., received Other R.N. Role Award, West Kendall Baptist Hospital.

Maria M. Ojeda, ARNP, received the Earle & Suzanne Harbison Jr. Annual Academic Excellence Award awarded by Barnes-Jewish Goldfarb School of Nursing.

Ellen Redick, R.N., appointed team leader, CPHQ Certification Prep Course for the Florida Association for Healthcare Quality (FAHQ), 2012-2013.

Lupi Reyes-Nichols, R.N., received Nurse of the Year Award, West Kendall Baptist Hospital.

Rhonda Rodriguez, R.N., named Baptist Children’s Hospital Preceptor of the Year, 2013.

Jean Santaguida, ARNP, named Mariners Hospital Nurse of the Year 2012.

Katherine Tryon, R.N., received Merit Award, Greater Miami Area Chapter of AACN.

Martha Vega, ARNP, received Advanced Practice Nurse Award, West Kendall Baptist Hospital.


As of June 2012