



A Message from the CNO

I joined Baptist Health Paducah in January 2023, and it has been a year of discovery, learning and continuing to build a strong nursing workforce. It has been a privilege to lead this amazing nursing team and I look forward to conveying our shared successes and my vision for the future of nursing at Baptist Health Paducah.

Dear Colleagues,

I am incredibly honored to share with you the first annual nursing report. The report captures the dedication and hard work each of you displays in providing exemplary patient care.

Throughout this report you will read examples of the strong work and dedication of our nursing teams. Your accomplishments are even more incredible given the challenges as we recover from the pandemic. As we emerge into this new normal, we are stronger together. Please take a moment to reflect and be proud of the work you have done and continue to do.

In 2023, we continued to focus on what matters most to you as a team member. Staffing challenges, professional development, and employee wellness have been at top of mind.

With staffing challenges, we have looked for new and innovative ways to recruit nursing personnel. We launched the "Follow You Home" program, where we invited former employees to rejoin the organization. We offered employee referral bonuses and offered sign on bonuses for new employees. To support staff, we developed the Nursing Resource Pool where experienced nurses float to various areas to fill staffing gaps. A new Transition to Practice Program (TTP) was developed and will launch in 2024, which you will read more about later in this report. This program is designed to ensure that our new graduate nurses receive abundant support in their first year of practice, fostering retention.

We added the "Success Pays" program to offer a path for professional development. This program allows the opportunity to achieve a specialty certification with no out of pocket costs to you. I am especially proud of those that selected this avenue of career growth while navigating the daily challenges.

We have also been able to increase the Preceptor pay to encourage and support those nurses who are passionate about teaching and mentoring our newest employees for success. This change will recognize the great value of a committed preceptor to transitioning a new employee and retaining them.

Employee wellness continued to be a central focus in 2023. Our robust Wellness Council and Spirit Club coordinated more events focused on mental and physical health and work/life balance. We regularly had puppies onsite which brightened the day for staff and brought lots of smiles. There are many more resources available to all staff through the following link on BEN. [Wellness Centered on You](#)

With your focus on patient safety and quality outcomes, we excelled. In fact, we won the coveted Polka Dot Jersey in August 2023, at the System Excels Round Table event. This polka dot jersey is awarded to the most improved hospital in the organization in the areas of patient safety, quality and patient experience. The jersey is hung by the cafeteria. Thank you for your daily focus on keeping our patients safe.

As we continue to move nursing at Baptist Health Paducah forward, it is always important to reflect and celebrate on the successes.

MISSION

Baptist Health demonstrates the love of Christ by providing and coordinating care and improving health in our communities.

VISION

Baptist Health will lead in clinical excellence, compassionate care and growth to meet the needs of our patients.

FAITH-BASED VALUES

Integrity | Respect | Compassion
Excellence | Collaboration | Joy

COMMITMENT TO PATIENT SAFETY

Continuously improve patient outcomes through a culture of safety and clinical excellence.

NURSING MISSION

Provide exceptional patient/family focused care.

NURSING VISION

Provide patient/family centered care directed at optimizing the health and dignity of the whole person with a nursing practice that is empowered, innovative, evidence-based and collaborative, building on our tradition of excellence.

NURSING VALUES

In addition to the organizational values, Nursing has established the following values as central to our practice:

Accountability | Compassion | Professionalism | Advocacy



Nursing Vision for 2024

As we move into 2024, I want to share the vision and initiatives we will be striving for as we propel nursing forward at Baptist Health Paducah. We are focused on the four areas:

- **Recruitment and Retention,**
- **Standardized Clinical Practice**
- **Nursing Clinical Excellence**
- **Leadership, Workforce Support and Development**

First, we are focusing on continuing to stabilize the nursing workforce. This entails supporting our new nurse graduates, through the Transition to Practice Program and revitalizing the Student Nurse Extern program. Developing and strengthening pipelines to grow our nursing workforce is critical. We have partnered with Murray State University on a \$1.5M grant to increase enrollment at the university by providing additional clinical placement students at BHP. This also gives our bedside nurses the development opportunity to provide education to nursing students and receive a stipend from the university. We will continue to innovate and leverage technology in new ways to offload the burden of our bedside nurses. This includes exploring virtual care options to support our bedside nurses; such as IPASS and the API mobile app. These will support staff in bedside communication and managing your schedule. We will launch Intensivists and Laborists in early 2024. These programs will allow us to support our patients and staff with additional resources.

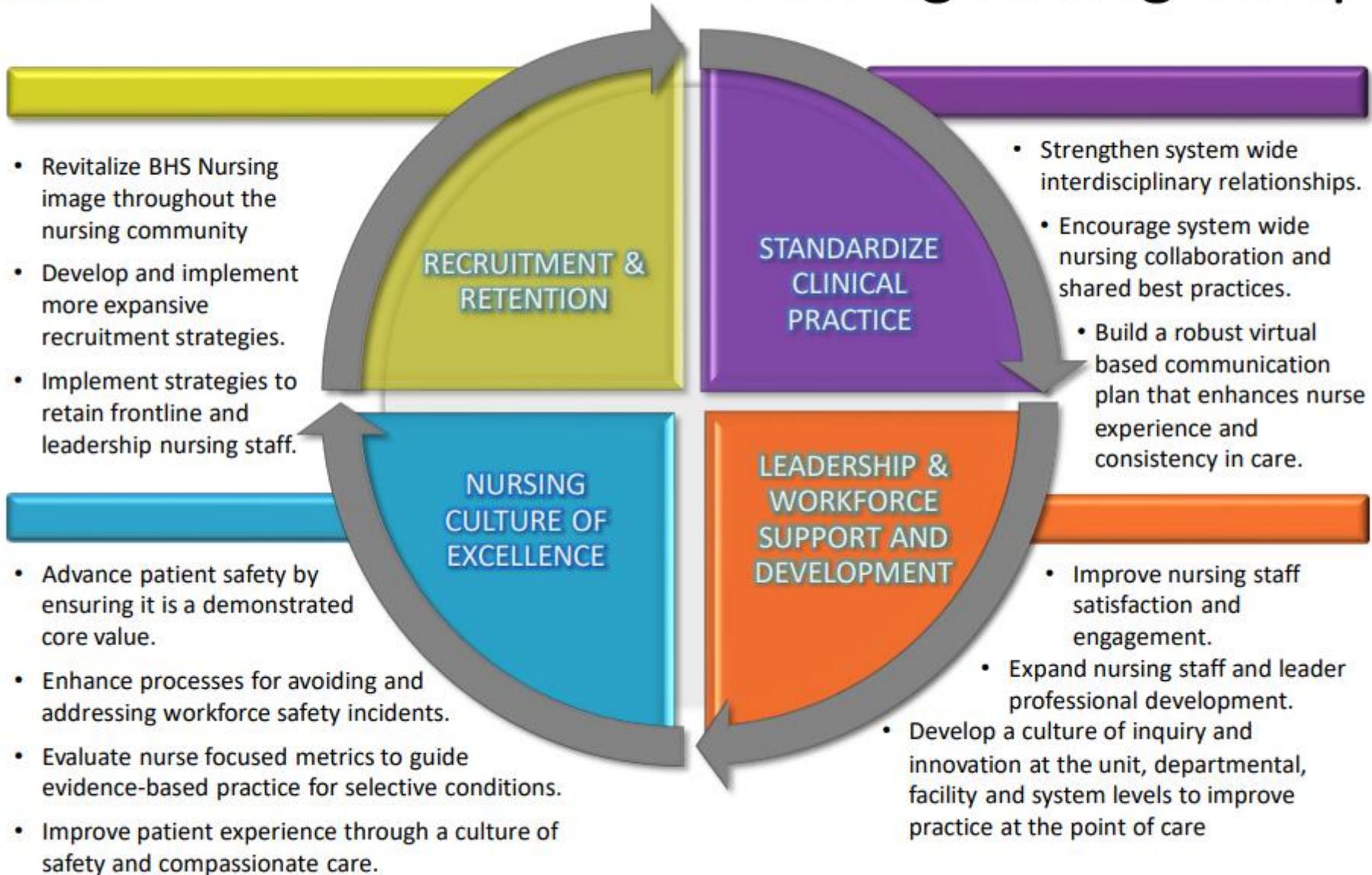
Standardizing clinical practice across the system will strengthen interdisciplinary relationships, support the sharing of best practices across the system, and enhance nurses overall experiences.

Nursing clinical excellence is a priority as we continue to provide excellent care, every time, every patient. We will provide support and professional development for all levels in the organization. Particularly our front line leaders as they encourage, guide, and motivate their team to innovate and create change that will help grow and shape the future. We are providing additional support and development for our charge nurses, as they are a valuable member of the nursing leadership team. We have taken steps to reinvest in our nurses and nursing staff in order to support their growth and development in their current role, or to upskill into a new role.

As we move toward becoming the Regional Referral Center for Western Kentucky, we will continue to strengthen and deepen the community partnerships we have with the outlying hospitals. When they have a patient who needs a higher level of care, we want to be the provider of choice and say “yes”. This will allow us to increase capacity and continue to care for our patients across the region.



Nursing Strategic Map

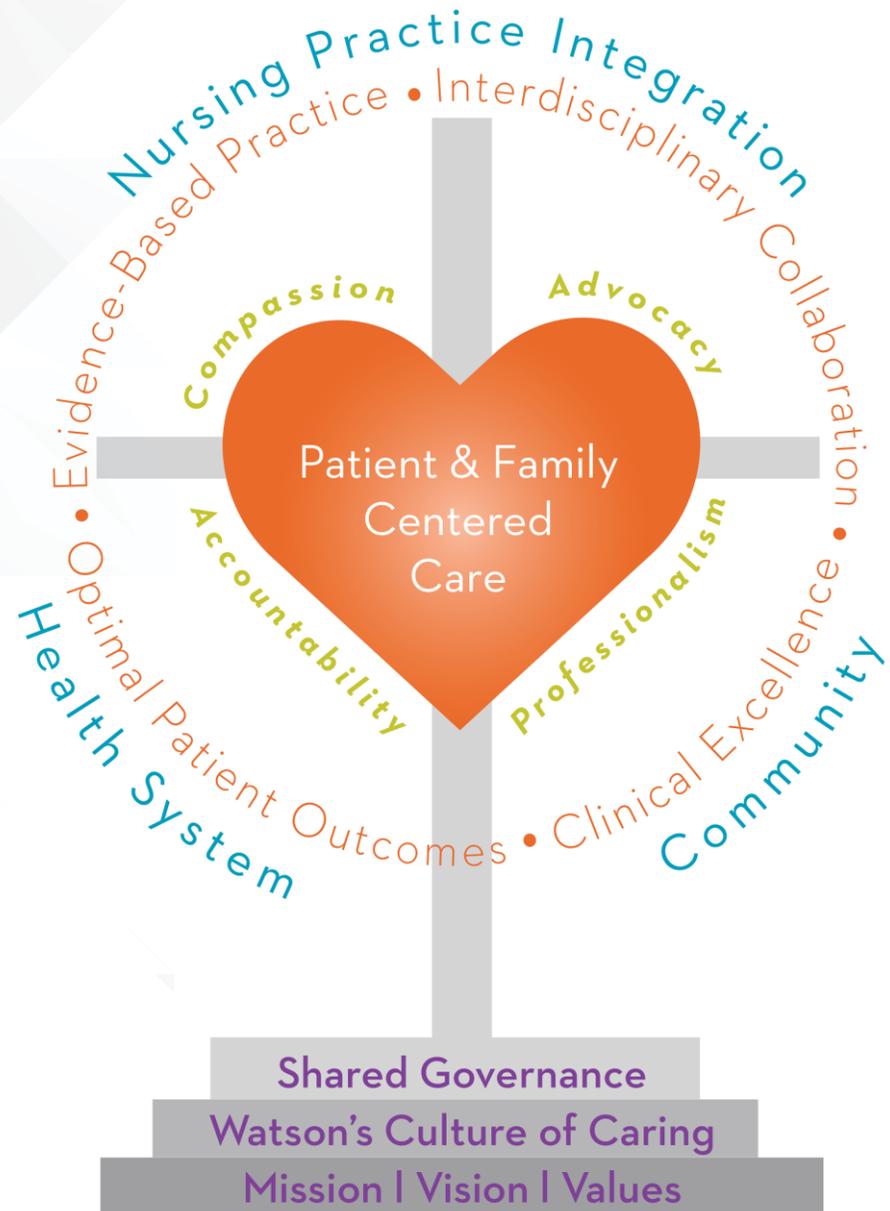




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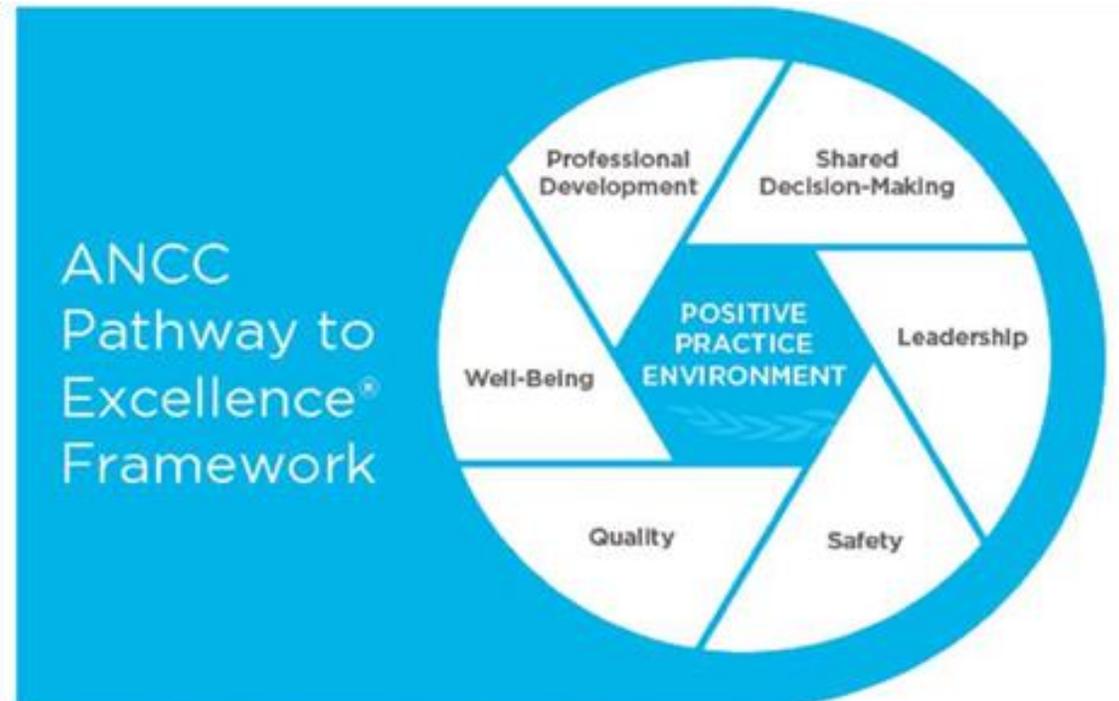
NURSING PROFESSIONAL PRACTICE MODEL



CONTINUING OUR PATHWAY to EXCELLENCE JOURNEY

2023 brought us further on our Pathway to Excellence Journey to our 3rd Designation. Pathway to Excellence (PTE) designation by the American Nurses Credentialing Center (ANCC), a branch of the American Nurses Association, is the premier designation for healthy work environments – recognizes health care organizations that demonstrate a commitment to establishing the foundation of a healthy workplace for staff. The ANCC Pathway to Excellence Framework depicts the six standards that are essential elements in developing a positive practice environment for nursing across healthcare settings. Those standards are; Shared Decision-Making, Leadership, Safety, Quality, Well-Being, and Professional Development. We successfully submitted our PTE document in November 2023 and will have our nurse survey in early 2024. We are counting on each of you to participate in the survey as the final step in our re-designation.

Pathway Standards impact a range of factors that influence bottom-line results, such as employee turnover, job satisfaction and engagement, productivity and teamwork, nursing-sensitive quality indicators, errors and safety events, and patient satisfaction. We remain as committed as ever to nursing excellence in a practice arena where nurse autonomy is encouraged, evidence-based practice is desired, and professional development and growth is nurtured.



ANCC Pathway to Excellence® Framework for Positive Practice Environments.
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Clinical Excellence

Clinical Excellence in Nursing was demonstrated in 2023 in many ways. Nurses were highlighted with Daisy Awards for outstanding care and compassion. Nurses participated in the Professional Nurse Development Program. In addition, we also had several nurses who demonstrated clinical excellence through degree completions, certifications, and promotions. Looking toward the future, we had many recruitment events to engage upcoming nurses.

DAISY NURSES



Tina Smith LPN
4B

Tina always goes above and beyond for her patients. She created “Tina’s treasures” which is a designated closet on 4B that she supplies with various patient needs – reading glasses, personal care items, and clothing are just a few items that can be found there. She has taken patient clothing home to wash and brought them back so they had clean clothes to wear home. She recently brought a special patient a ring, which he wore proudly and showed everyone walked in the room. She does all these things without wanting any special recognition from staff or patients. Despite how busy her day is, she can be found talking with her patients and their families, creating a special bond. She is a true example of how special nurse-patient relationships can be. I am proud to work alongside her and see how many lives she touches each day. Tina always goes above and beyond for her patients. She created “Tina’s treasures” which is a designated closet on 4B that she supplies with various patient needs – reading glasses, personal care items, and clothing are just a few items that can be found there. She has taken patient clothing home to wash and brought them back so they had clean clothes to wear home. She recently brought a special patient a ring, which he wore proudly and showed everyone walked in the room. She does all these things without wanting any special recognition from staff or patients. Despite how busy her day is, she can be found talking with her patients and their families, creating a special bond. She is a true example of how special nurse-patient relationships can be. I am proud to work alongside her and see how many lives she touches each day.



Kelly Cassity BSN, RN
ICU

Kelly comes to work with boundless motivation every shift. She cleans the unit, prepares rooms for patients, is happy to assist when help is needed when caring for patients, and does her charge nurse duties all without complaint or need for recognition.

In addition to her motivation she is knowledgeable and quick to come-up with solutions to the unit's problems. This dedication to her job and peers did not change despite some losses in her family recently. She is a true asset to the CCU and the hospital.

Nominated by Daniel Harrison



Calia Smith BSN, RN
Labor & Delivery

She was nominated by the mother of a patient seen in the ED:

This young lady.. I can not say enough about her honestly. My son was in the ER YESTERDAY, and he was scared, waiting on out of state transport, this young lady brought my 13 year old son a hand made teddy bear, brought him snacks, drinks, anything he needed. She went over and beyond what anyone would have done in the ER when they were as packed as they were when we arrived. We was there for nearly 8 or 9 hours, waiting on transit. She could have literally just walked by seen we were good and moved on but she didn't. She stopped and made a connection that pulled at my heart with my son. We don't have that in Healthcare workers anymore. But when we find someone that cares we need to recognize them!!! She ACTUALLY CARED that my son was sad, upset, worried, and everything in between. Like I said I can't say enough about how absolutely wonderful she was to us and as we watched her work, she was that way with EVERY SINGLE person she came in contact with!! We need more nurses and staff in general like her!



AnneMarie Tutor BSN, RN
4B

Annemarie Tutor received several comments on the daisy nomination form. A patients family member commented “we have noted how AnneMarie makes the extra effort to talk with Dad about what ever is on Dad’s mind. Medical, home life, kids, etc. She also covers his feet, wipes his face when needed, and explains any situation at hand with grace.” AnneMarie has also been described as making sure her patients are comfortable , needs are met, and communicated to. She is overall an awesome, caring, person!



NEWLY CERTIFIED REGISTERED NURSES IN 2023:

Aaron Boyd (ICU): CCRN

Kathy Brewer (ICU): PCCN

Kimberly Bruce (NICU): RNC-LRN

Rhonda Draper (Maternal Child): RNC-OB

Elizabeth Harshman (2A): RNC-MNN

Chloe Waggoner (NICU): RNC-NIC

PROFESSIONAL NURSE DEVELOPMENT RECIPIENTS 2023

Hannah Barton
Sanjita Parajuli
Kaylee Williams
Halli Harris
Sarah Morrow
Samantha McClure
Marcia Downs
Sarah Lipe
Mindy Joiner
Shaina Helton
Liz Chavez
Leslie Knight
Allison Garrett
Kristy Schwetman
Annemarie Tutor
Dana McReynolds

Emily Johnson
Rebecca Scott
Kristan Underwood
Kent McReynolds
Donna Ashley
Kenny Baker
Amanda Lynch
Monica Mitchell
Mary Johnson
Dawn Mitchell
Lindsey Wurth
Joyce Woods
Carrie Sims
Teresa Pritchett
Olivia Floyd
Elizabeth Mouser

Carla Oliver
Karon Curtis
Lisa Smith
Mary Lee Evers
Wanda Carnes
JoAshley Ross
Lisa Kidd
Kim Brown
Lisa Feldsien
Gloria Tarver
Martha Veatch
Heather Wright
Amy Osbron
Rhonda Draper
Alyssa Barton
Deanna French

ADVANCEMENTS IN 2023:

Nicole Walker MSN, RN
Promoted to Director of
Professional Nursing
Practice

Kattie Koehler BSN, RN
Promoted to Wound Nurse
Educator

Bridget Swatzell, BSN, RN
Promoted to Director of 3A
Ortho/Neuro Unit

Kim Brown, MSN, RN
Promoted to Director of
Oncology Services

Teresa Pritchett, BSN, RN
Promoted to Outpatient
Chemo Supervisor

Jesse McCord, RN
Promoted to Emergency
Department Clinical
Educator



EDUCATION AND CERTIFICATION RATES

Remarkably, many of our nurses continued to work toward continuing education, achieving higher degrees and certifications, despite the daily challenges in health care. Their commitment to gaining knowledge toward being a better clinician is applauded. We ended the year with an overall rate of 65% BSN or higher RN staff and a certification rate of 20%. This is a tremendous accomplishment and should be applauded.

Abundant data shows that certified nurses positively contribute to improved patient outcomes. Increasing the number of certified nurses at Baptist Health Paducah is a consistent goal on every nursing strategic plan. Toward this goal, we continuously look for ways to empower and encourage nurses to seek and achieve certification in their practice setting. With the ongoing support and funding from the hospital for the “Success Pays” Program, the goal is to provide financial support to those nurses who want to pursue or renew a certification – all free of charge to staff.

Additionally, in support of our bedside nurses, Baptist Health Paducah has the Professional Nurse Development Program to recognize nurses who achieve points for participating in or leading initiatives within and outside the hospital. In 2023, we had **48 nurse recipients**, which is an 18 % increase from the year prior. Congratulations to all the nurses who participated and achieved this notable award.

In 2023, we also had several nurses who continued their education and received support through the tuition reimbursement program offered by Baptist Health Paducah.

Our remarkable nurses continued to achieve and maintain specialty certification despite the daily challenges. In 2023, we had six nurses accomplish their goal for a national certification. This is a testimony to the value our nurses place on being their very best.

2023 EDUCATION AND CERTIFICATION RATES



YEAR-END

BSN OR HIGHER

RATE:

2023 = 66%

YEAR-END

CERTIFICATION

RATE:

2023 = 20%

NURSING RECRUITMENT



NEW GRADUATE NURSES

Baptist Health Paducah was again fortunate to gain a number of bright, energetic, new graduate nurses. These 49 new graduates represent more than 9 different schools.

May 2023 Graduates

Name	Unit	School
Tyler Spivey	ICU	MSU
Kylie Dawkins	OR	Lakeland CC
Jenna Thomas	ED	MSU
Leah McGough	CCU	MSU
Carsyn Jones*	3C	WKCTC
KayLee Cope*	4B	WKCTC
Dalia Leon	LDR	WKCTC
Kennady Dowdy	CCU	WKCTC
Kassie Hughes	3A	WKCTC
Riley Parker	2A	WKCTC
Emily Burd	ICU	WKCTC
Elle Wells	4B	MSU
Mallory Buznais	2A	WKCTC
Emily Winstead	LDR	MSU
Allison Bauer	3A	Lindsey Wilson College
Ethan Stone LPNA	3C	WKCTC
Ansley Moore LPNA	3C	WKCTC
Josey Ray	LDR	WKCTC
Aubrey Wooten	ED	John A Logan
Alysha Shelton	ED	WKCTC
Baylen Bauer	4B	Lindsey Wilson College
Laykin Oliver LPNA	3A	WKCTC
Courtney Dreblow	LDR	SCC
Emma Taylor	ED	UT Martin

December 2023 Graduates

Name	Unit	School
Cori Hack	CCU	MSU
Desiree Sullenger	ER	Western Kentucky University
Jacob Mills	CCU	MSU
Lydia Woods	4B	WKCTC
Josephine Carnes	3C	WKCTC
Madison Evitts	3C	WKCTC
Emma Kate Johnson	3C	WKCTC
Alle Noles	3A	WKCTC
Jennifer Ingram	4B	WKCTC
Marcy Johnson	3A	WKCTC
Karla Vied	4B	WKCTC
Gessel Hailey	OR	WKCTC
Paige Dudley	CCU	WKCTC
Delancey Hoskins	LDR	WKCTC
Jessica Carroll	OR	Western Kentucky University
Joseph Cavitt	ER	WKCTC
Adriana Key	4B	WKCTC
Haley Creech	OR	Eastern Kentucky University
Paige Sassen*	OR	WKCTC
Ethan Perry	OR	WKCTC
Sami Burkhart	ICU	WKCTC
Jessica Patterson	3A	WKCTC
Taylor Alberson	LDR	MSU
Cade Alberson	4B	MSU
Parker Gerald	ED	MSU



Quality, Safety and Patient Experience

Every aspect of nursing care impacts quality, safety and patient experience. As nurses, we have a responsibility to provide excellent, high quality care. As we strive to become a high-reliability organization, our focus on quality, safety and patient experience is paramount. Keeping focus on these elements and outcomes is about how nurses interact with patients, families, communities, and the interprofessional team to impact positive patient outcomes.



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HOSPITAL-ACQUIRED INFECTIONS (HAI)

Hospital-Acquired Infections remain a constant threat to patient safety and as such, a constant focus for our organization. In our drive for zero patient harm, Catheter Associated Urinary Tract Infections (CAUTI) and Central Line Associated Blood Stream Infections (CLABSI) are two HAIs where Baptist Health Paducah has targeted reduction efforts. Infection tracking, antimicrobial stewardship, robust hand hygiene, practicing accountability through the buddy system, prompt removal of urinary catheters, VAT team audits, and good patient bathing practices are some of the many strategies used in 2023 to mitigate these complications.

Units had ZERO CAUTIs in 2023: Units had ZERO CLABSI in 2023:

ICU
CCU
3C Med/Surg
4B Cardiac Tele

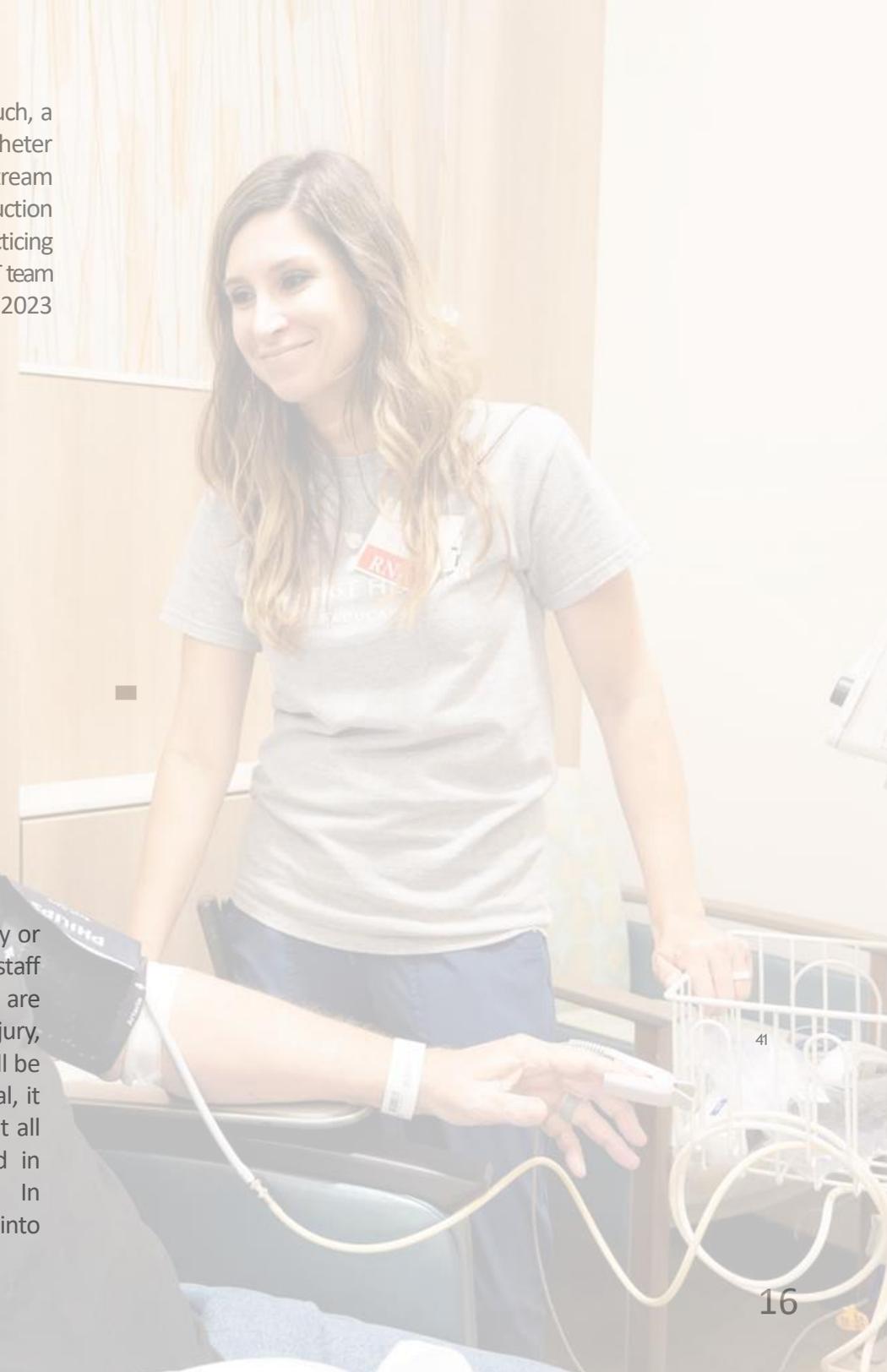
CCU
4B Cardiac Tele

CLOSTRIDIODES DIFFICILE (C. DIFF)

C. diff is another infection associated with hospitalization and the use of antibiotic therapy. C. diff is a debilitating complication which may lengthen hospitalization and recovery time. Careful attention to hand hygiene, exposure prevention, and judicious antibiotic use are all used to reduce C. diff occurrence. In 2023, the hospital had 5 fewer cases of C.diff.

FALLS WITH INJURY

The NDNQI defines a patient fall as an unplanned descent to the floor that may or may not result in injury. A fall is classified as assisted, as stated earlier, if a staff member is present to ease the patient's descent or break the fall; all other falls are considered unassisted. In 2023 our patients experienced 35 falls with injury, however, we saw a 10% reduction in total falls for the year. Our focus 2024, will be to reduce both falls with and without injury. In order for us to achieve this goal, it will take every member of the team working to ensure our patients are safe at all times. The new Hester-Davis and predictive analytics model was launched in October 2023, to support nurses' decision making when assessing fall risk. In November 2023, a process improvement (PI) team was formed to deep dive into the causes of falls so that we can improve and keep our patients safe.



QUALITY, SAFETY AND PATIENT EXPERIENCE ACHIEVEMENTS

Baptist Health Paducah again maintained or achieved numerous certifications, designations, awards, and accolades for the high quality of care provided. Some of these included:

- Won the Polka Dot Jersey for the System at the Excels Roundtable in August 2023.
- Reduction of falls with injury. November 2023, 3C and 4B both won Chick-fil-a for their staff for the least number of falls.
- November 2023- 3C went 25 days without a fall.
- November 2023- 3A went 69 days without a fall.
- Joint Commission Sepsis Certification
- Joint Commission Stroke Center Certification
- Submitted document for Pathway to Excellence re-designation.
- Improvements in Patient Experience scores across all nursing units, ED and outpatient areas.
- Quality outcomes- met goals in 19 areas. Overall performing in top quartile of premier database.
- Developed a Falls Process Improvement Team. A huge Thank you to the members:
 - Kate Brown, RN, 3A
 - Allison Garrett, RN, 4B
 - Jasmin Cummins, RN, House Supervisor
 - Breaha Duncan, NA, 3A
 - QuaNesheka Lowe, NA, 4B
 - Lucas Hook, PT, Rehab
 - Tracy Phillips, RN, Risk Management
 - Cheryl Johnson, RN, Patient Safety
 - Bridget Swatzell, RN, 3A Director
 - Tonya Edwards, RN, 4B Director



Quality, Safety, & Patient Experience

Excels Roundtable Event-August 2023

Baptist Health Paducah was well represented at the annual Baptist Health Excels RoundTable Event. Held in Louisville in August 2023. BHP Had 9 presentations including podium and poster presenters. This even is hosted by our Safety, Quality and Patient Experience colleagues across the system, where best practices are shared.

Excels Roundtable Event-Most Improved

Baptist Health Paducah won the coveted Polka Dot Jersey for most improved in Patient Safety, Quality and Experience!





Shared Governance Model

Nursing Shared Governance is one standard in the PTE model. Shared Decision-Making creates opportunities for direct care nurses to network, collaborate, share ideas, and be involved in decision-making.

NURSING SHARED GOVERNANCE

Our Nursing Shared Governance Councils accomplishments in 2023

Shared Governance Council:

- Held the monthly Unit-Based Shared Governance Meetings
- Led the development of several practice alerts to educate staff on important changes such as IV infiltration
- Participated in the quarterly Prevalence Study
- Completed the annual review of Shared Governance Bylaws, approving revisions as needed

Nursing Well-being Council:

- Led the Angels Among us campaign that provided 16 families of BHP with Christmas
- Reviewed Daisy nominations and presented 5 awards
- Reviewed BEE award nominations and presented 5 awards

Nursing Practice Council:

- Kept staff up to date on various continual drug shortages
- Provided input and expertise to several clinical practice issues/changes such as STOPBANG, non-opioid pain intervention, and Bedside Shift report
- Members received regular updates on key practice issues such as safe medication practices and needle sticks.
- Reviewed policies and procedures for evidence - based practice

Nursing Recognition & Advancement Sub Council:

- Gathered and reviewed information for Pathway Documents
- Worked with the community for donations for nurses week, received over 100 gifts for nurses week drawing
- Identified and began the steps to promote the Success Pays Program



RESEARCH, PERFORMANCE IMPROVEMENT, AND EVIDENCE-BASED PRACTICE HIGHLIGHTS

Baptist Health Paducah has numerous nurses, evidenced-based practice and performance improvement projects. Several projects were ongoing or new in 2023.

COMPLETED AND ONGOING PROJECTS AND STUDIES

- Partnered with Murray State University to be the clinical site for HRSA grant in the amount of \$1.5M over 3 years. This grant will allow MSU to increase enrollment each semester and provide an opportunity for our nursing preceptors to become adjunct faculty with MSU to provide clinical education for students. This grant will support our pipeline and continued recruitment of both nursing students and new graduates.
- Process Improvement Falls Team; Focused on reducing falls in the inpatient areas. The team has identified opportunities for improvement in how falls are reported and documented. Ongoing work will continue to inform best practices and reduce falls.
- Critical Care MRSA prevention project with AHRQ. In which the both ICU and CCU went 20 months without a MRSA bacteremia.
- The Vascular Access Team implemented a project to train bedside staff in the inpatient units and ED on ultrasound guided Peripheral IVs
- Labor and Delivery implemented a multidisciplinary simulation on Maternal emergencies
- Code Blue simulations using interactive mannequin with a multidisciplinary team.
- Development of the Resource Pool, to assist in filling vacant positions
- Added twelve new Critical Care unit beds, to assist with treatment of critical ill patients, and 40 new HillRom Centrella beds for the medical-surgical units.
- Added five new student nurse PCA positions to strengthen the nursing pipeline and provide more opportunities for students.
- Implementation of trained Registered Nurse placing Intraosseous vascular access in emergent situations



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2023 ANNUAL REPORT STATISTICS

Licensed Beds

373

Employees

1,380

Nurses (RN, LPN, Charge)

450

Inpatient Admissions

8,402

Acute Inpatient Days

8,197

ED Visits

37,239

Surgical Procedures

21,587 (includes inpatient
and outpatient)

Open Heart Surgeries

284

Cardiac Catheterizations

1,270

Maternal Deliveries

905

Babies cared for in the NICU

205

Infusion center patients treated

12,033

Radiation Oncology treatments

14,203

NICU transports

203