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(Left to Right): Marquita Sanders, RN; Sparrow Specialty Hospital.
Jessica Pelletier, BSN, RN, RNC-NIC; Sparrow Hospital, Neonatal ICU.
Carrie Unterbrink, BSN, RN; Sparrow Specialty Hospital.

(Left to Right): Angela Hufnagel, BSN, RN; Sparrow Clinton Hospital.
Adrienne Tozier, BSN, RN; Sparrow Clinton Hospital.

Pete DeRose, BSN, RN; Sparrow Hospital, Intermediate Medical Care.
“Systemness is a way of thinking that provides seamless and consistent care across the continuum. Our Patients shouldn’t have gaps to navigate or variations in care depending on where they go. Having an integrated health system ensures that we have the structure and processes needed to consistently provide the best evidence-based care across the continuum, ... because the needs of our Patients always come first.”

SENIOR VICE PRESIDENT AND CHIEF NURSING OFFICER, Mary Lou Wesley. MSN, RN

Sparrow's Nursing leadership would like to thank all of our academic partners, especially Michigan State University and Lansing Community College. A special thank you to our Nursing union partners: Michigan Nurses Association (PECSH-MNA); International Union of Electronic, Electrical, Salaried, Machine-Furniture Workers-Communications Workers of America AFL-CIO, CLC Local 84444 (IEU); and Healthcare Michigan Service Employees’ International Union, Nursing Unit (SEIU).
TRANSFORMATIONAL MODEL OF PROFESSIONAL PRACTICE

The Transformational Model of Professional Practice highlights the distinguishing principles of a Sparrow Nurse and how that role relates with Patients, the mid-Michigan region and the entire Sparrow Caregiver team.

The model emphasizes critical thinking, accountability and individualized Patient care. Sparrow Nurses continually review their professional practice processes to ensure that their leadership, care delivery, collaboration and professional development efforts are meeting the needs of each Patient and focus on the achievement of high Patient experience and quality outcomes.

The model isn’t just the establishment of a strong professional, but rather, what that strong professional can achieve.
TRANSFORMATIONAL LEADERSHIP
Sparrow Nurses Display Transformational Leadership

Sparrow Nurses are empowered to take ownership for their practice. This is the basis for accountable Nursing care and the achievement of primary and strategic outcomes.

SHARED GOVERNANCE
Shared governance — which has been identified as leading to higher Caregiver and Patient satisfaction, better Patient safety, shorter lengths of stay and improved quality outcomes — is a core component of Nursing at Sparrow. This decision-making structure empowers Nurses by ensuring that those at the point of care control and influence their professional practice. The Nursing Council structure includes unit-based councils, service lines, quality, professional development, practice, research, and leadership councils. Frontline Nurse participation at council and committee levels ensure that Nurses have a voice in the decisions that impact the work they do each day.

SPARROW NURSES ACT AS TRANSFORMATIONAL LEADERS
- Serve as champions for Patient experience and quality improvement initiatives
- Participate in the Professional Advancement System
- Strategic planning contributions
- Serve as Charge Nurses
- Take part in shared decision-making, including unit-based and hospital-wide Nursing councils
- Teach Charge Nurse development workshops
- Participate in Aspiring Nurse Leader Programs
- Mentor peers
- Serve as preceptors
- Serve as clinical mentors on the Dedicated Education Unit
- Chair councils and committees
- Secession planning
- Evidence-based practice fellowships
CARE DELIVERY SYSTEM
Sparrow Nurses Deliver Evidence-Based, Individualized Care

Sparrow Nurses are committed to identifying and implementing new evidence-based practices to improve care. We subscribe to national and state initiatives to perfect our practice: the Institute for Healthcare Improvement, the Advisory Board Company, Michigan Hospital Association Keystone Initiative and more.

SPARROW’S COMMITMENT
Every action we take is meant to reflect the highest standard of safe practice for the most optimal outcome. We demonstrate this operationally in our bundles of care/protocols and our communication. An example of this commitment can be seen in Sparrow’s Regional Neonatal Intensive Care Unit (RNICU) where Nurses demonstrated the implementation of evidence-based practices to reduce the incidence and severity of interventricular hemorrhage (IVH) in infants born at less than 30 weeks gestation. To accomplish this, the team reviewed literature related to each of the targeted interventions, developed a protocol, and trained all Nurses on the unit. The result of this work was a more than 40% reduction in IVH. A video of their work was created and presented at the Vermont Oxford Quality Congress in Chicago, IL where it was named a top 10 video.

Pictured Above: Katie Pontifex, RN, CMSRN; Sparrow Hospital, Float Team.
COLLABORATIVE PRACTICE
Sparrow Nurses Collaborate to Streamline Care Delivery

Patient-centered care is central to the Patient experience and our care delivery model. Together, Sparrow Nurses team with their peer professionals (Physicians, Physical Therapists, Occupational Therapists, Speech Therapists, Respiratory Therapists, Social Workers and many ancillary services) in caring for our Patients.

IMPLEMENTATION OF A DYAD MODEL
Implementation of a dyad model between medical and Nursing leaders to effectively manage the different dynamics of care delivery for improved Patient and strategic outcomes. This relationship is built on receptive communication and accountability of both disciplines.

ESTABLISHMENT OF A MULTIDISCIPLINARY SICKLE CELL TEAM
Establishment of a multidisciplinary sickle cell team that includes Physicians, Nurses, Clinical Nurse Specialists, Case Management, Social Workers, Pharmacy and other ad hoc services. The team developed a standardized, evidence-based order set and care plan for Patients with sickle cell anemia and rounds on inpatient sickle cell anemia Patients.
PROFESSIONAL DEVELOPMENT
Sparrow Nurses are Committed to Professional Growth and Development

An organizational approach to learning and development, with a focus on innovation and creativity, is essential to attaining Nursing excellence. Sparrow focuses on the professional development of Nurses in all roles across the health care system.

PURSUIT OF HIGHER EDUCATION
The pursuit of higher levels of formal education among Nurses has been shown in research to impact Patient quality care and safety outcomes. Sparrow strongly supports Nurses pursuing higher education and provides opportunities and incentives for doing so. Sparrow Nurses advance their expertise through formal education. For example, some Sparrow Nurses are master’s degree-prepared as Nurse Practitioners, Clinical Nurse Specialists, Clinical Nurse Leaders, Nurse Anesthetists, Nurse Educators and Nurse Administrators. Sparrow also has doctorate-prepared Nurses in some areas. In response to the increasing complexity of health care, an emerging Nursing role, the Clinical Nurse Leader (CNL), was added to Sparrow’s care delivery model to address the demand for better coordination of Patient care across clinical disciplines and care settings. This is a master’s level role attained through a specific curriculum that includes high-level clinical, management and leadership skills. Beginning in 2014, Sparrow partnered with Grand Valley State University to begin a Sparrow CNL cohort of nine Nurses. Experienced CNLs who have successfully led previous health systems to benchmark levels for quality, safety and Patient experience were also brought to Sparrow and will be preceptors for our first cohort of CNL students.

PERCENTAGE OF NURSES PREPARED AS BSN OR HIGHER

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<thead>
<tr>
<th></th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Sparrow Ionia</td>
<td>37%</td>
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<tr>
<td>Sparrow Carson</td>
<td>14%</td>
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<tr>
<td>Sparrow Clinton</td>
<td>54%</td>
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<tr>
<td>Sparrow Specialty</td>
<td>35%</td>
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<tr>
<td>Sparrow Hospital</td>
<td>51%</td>
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SPARROW NURSES TAKE PART IN GROWTH OPPORTUNITIES
• Professional Advancement System
• Attend Workshops (Examples):
  • Charge Nurse Development
  • Pain Symposium
  • Preceptor Development
  • Nursing Research Day
• Professional Organization Involvement
• LEAN Training
• Aspiring Nurse Leader Program
• Evidence Based Practice Fellowships
• Attend Conferences
• Certification Exams
The Process Component

Nursing excellence requires Sparrow Nurses to reflect on the processes used in delivering Patient care. In accordance with the Sparrow Way, our Nurses engage in purposeful critical thinking and decision-making in order to combine the unique needs of each Patient with evidence-based, best practices.

Sparrow Nurses use the Plan-Do-Check-Act (PDCA) model to accomplish desired outcomes by targeting and improving professional practice processes.

As an example, Sparrow’s inpatient Oncology Nurses focused on professional practice processes that would lead to a reduction of central line associated blood stream infections (CLABSI). Due to the unit’s Nurse Leaders, collaboration with multiple disciplines, evidence-based safety interventions and education sessions, the Oncology unit has been free of blood stream infections for the past year.
THE PRIMARY OUTCOMES COMPONENT

Sparrow Nurses Follow the Sparrow Way to Achieve Primary Outcomes

Sparrow Nurses take seriously the role of ensuring only the best outcomes through the Sparrow Way: Defining, documenting, deploying and adhering to patient-centered, evidence-based, best practices (clinical, service and leadership) to reduce unjustified process variation throughout Sparrow and deliver national benchmark level outcomes on a consistent and sustainable basis.

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<tr>
<th>SPARROW CARSON HOSPITAL</th>
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<tbody>
<tr>
<td>CAUTI Prevention</td>
<td>Sparrow Carson had no Catheter Associated Urinary Tract Infections (CAUTIs) in 2014 and are on track for the same perfect score for 2015.</td>
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<tr>
<th>SPARROW Ionia HOSPITAL</th>
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<tr>
<td>Fall Prevention</td>
<td>Sparrow Ionia worked hard to ensure the safety of their patients and achieved 255 days without any patient falls.</td>
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<th>SPARROW CLINTON HOSPITAL</th>
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<tr>
<td>Patient Perception - HCAHPS</td>
<td>Sparrow Clinton's HCAHPS overall rating for 2014 was in the 95th percentile.</td>
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<th>SPARROW SPECIALTY HOSPITAL</th>
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<tr>
<td>Pressure Ulcer Prevention</td>
<td>Sparrow Specialty Hospital’s interdisciplinary pressure ulcer goal was to have less than 1.0 hospital acquired pressure ulcers (HAPU) per 1,000 patient days; the team worked very hard and surpassed this goal with only 0.5 HAPUs per 1,000 Patient Days in 2014.</td>
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<tr>
<th>SPARROW HOSPITAL</th>
<th>CLABSI Prevention</th>
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<tr>
<td>Sparrow's inpatient oncology nurses focused on professional practice processes that would lead to a reduction of central line blood stream infections (CLABSI).</td>
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THE STRATEGIC OUTCOMES COMPONENT
Sparrow Nurses Strive to be National Leaders in Quality and Patient Experience

The mission and vision of Sparrow Nursing directly reflects and supports the strategic priorities of the hospital. Sparrow’s vision is to be recognized as a national leader in quality and Patient experience. Our Nursing mission — to provide high-quality Nursing care utilizing the Transformational Model of Professional Practice — enables Sparrow to be successful in both mission and vision.

“BABY-FRIENDLY” DESIGNATION
To improve health outcomes for mothers and babies in the Greater Lansing area, Sparrow Hospital worked hard to earn the “Baby-Friendly” designation, which signifies excellence in providing evidence-based, Patient-centered maternity care that promotes best practices in infant feeding and mother-baby bonding. Only six hospitals in Michigan and only 245 in the country hold the Baby-Friendly designation. Being Baby-Friendly is another way that Sparrow is improving the health of the people in our communities by providing quality, compassionate care to everyone, every time.

WOMEN’S CHOICE AWARD
Sparrow Carson has been named a recipient of the 2015 Women’s Choice Award as one of America’s Best Hospitals in Emergency Care. This award signifies Sparrow Carson’s commitment and passion for creating an extraordinary healthcare experience for women and all patients. The criteria for this award include high patient satisfaction and clinical excellence; Carson not only performed well clinically with regard to emergency care measures, but they also have a high recommendation rating, which is very important to women when it comes to health related decisions.

MAGNET DESIGNATION
In June 2014, Sparrow Hospital was redesignated for another four years as a Magnet Hospital that exemplifies Nursing excellence. The standard to achieve this designation and recognition is very high; only about 6% of hospitals nationwide obtain Magnet Designation, and only about 2.5% of hospitals obtain redesignation as a Magnet Hospital. This elite designation is one of the ways in which Nurses at Sparrow are nationally recognized for quality and the Patient experience.

(“Baby-Friendly” and its logo are registered with the U.S. Committee for UNICEF.)
“Magnet Status is Awarded to Only About 6 Percent of Hospitals”