

NURSING

VANDERBILT UNIVERSITY
MEDICAL CENTER

Transforming patient care through professional practice

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A newsletter
from the office
of the Executive
Chief Nursing
Officer

Marilyn Dubree,
MSN, RN,
NE-BC, FAAN

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VUMC GETS FOURTH MAGNET

Vanderbilt University Medical Center has received a fourth consecutive Magnet designation from the American Nurses Credentialing Center (ANCC), the organization announced in a conference call on Nov. 17.

The fourth Magnet designation includes Vanderbilt University Hospital (VUH), Monroe Carell Jr. Children's Hospital at Vanderbilt, Vanderbilt Adult Ambulatory Clinics and Vanderbilt Psychiatric Hospital (VPH). It is the culmination of more than four years of comprehensive planning and preparation involving nurses and staff in all four entities.

Magnet designation is the highest honor an organization can receive for the provision of nursing care and interprofessional collaboration. Fewer than 10% of hospitals have Magnet status, and no other hospital system in Nashville has achieved the designation. VUMC received its first Magnet designation in November 2006, its second in April 2012 and third in July 2017.

"This incredible achievement has been possible because our nurses are the very best," said C. Wright Pinson, MBA, MD, Deputy Chief Executive Officer and Chief Health System Officer for VUMC.

"A fourth Magnet designation reflects a sustained commitment to excellence across nearly two decades of outstanding service as we have

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We did it — again! Vanderbilt University Medical Center received its fourth Magnet designation on Nov. 17.

This is an outstanding accomplishment, and reflects several years of hard work, both individually and in teams. Thank you to everyone who made this designation possible. You prove every day that Vanderbilt is the very best place to be a nurse.

We stand out among our peers for transformational leadership; structural empowerment; exemplary professional practice; new knowledge, innovations and improvements;

and empirical outcomes.

Also in this issue, please read about our Nursing Staff Bylaws Convention, which is the centerpiece of our shared governance work that makes Magnet designation possible. Every nurse has a voice here.

As we come to the end of another year, I wish you a very happy holiday season and Happy New Year. I am grateful for each of you.

Enjoy this issue,

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sought the ANCC's review. I am incredibly proud and grateful to our nurses for achieving this designation and want to congratulate everyone as we celebrate this honor."

Magnet designation measures organizations for excellence in five areas — transformational leadership; structural empowerment; exemplary professional practice; new knowledge, innovations and improvements; and outcomes.

"I could not be more pleased to be part of the best nursing community in the country," said Executive Chief Nursing Officer Marilyn Dubree, MSN, RN, NE-BC, FAAN. "I fully understand all the hard work you have done to demonstrate once again that we are a Magnet organization. I am thrilled to share this honor with you and so proud of all of you."

Preparation for VUMC's fourth Magnet designation began not long after it received its third designation in 2017. The latest Magnet journey was much more involved, as new ANCC rules required the four entities to submit separate applications and host separate site visits.

"Going through our collective redesignation in 2017 was a wonderful experience," said Kathie Krause, MSN, RN, NNP-BC, NEA-BC, Chief Nursing Officer for Monroe Carell Jr.

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Robin Steaban, MSN, RN, NEA-BC, Chief Nursing Officer of Vanderbilt University Hospital, foreground, celebrates with nurse colleagues at a Magnet watch party in Light Hall.



At Monroe Carell Jr. Children's Hospital at Vanderbilt, Ashley Reid, MMHC, BSN, RN, CPPS, celebrates with Kathie Krause, MSN, RN, NNP-BC, NEA-BC, Chief Nursing Officer of Monroe Carell.



Vanderbilt Adult Ambulatory Clinics nurses celebrate the Fourth Magnet Designation. The clinics were the first of four VUMC entities to have a Magnet Site Visit.

Children's Hospital at Vanderbilt. "However, this time felt extra special since each of our entities got to showcase our unique contributions to patient care and professional nursing practice. The opportunity to share this honor with our Monroe Carell staff while also celebrating with our colleagues throughout the Medical Center made today just a great day to be a Vanderbilt nurse."

Avni Cirpili, DNP, RN, Chief Nursing Officer for VPH, said that VPH is now one of three standalone psychiatric hospitals that have received Magnet designation.

"I am so very proud to be part of the VPH Nursing team," he said. "I want to congratulate the nurses, nursing staff, and nursing leaders for this accomplishment. I would also like to acknowledge and thank the many health care partners that have supported VPH Nursing during this journey."

In August 2021, VUMC electronically submitted four Magnet documents, one for each entity, which would total thousands of pages if printed. The documents consist of examples from within the entities in response to questions, as well as demographic information including quality data and patient and staff satisfaction.



Vanderbilt Psychiatric Hospital nurses celebrate their Fourth Magnet Designation, one that few such hospitals have obtained as a standalone unit.

That was followed by individual site visits, starting with Vanderbilt Adult Ambulatory Clinics in March, then over most of three successive weeks in August for Monroe Carell, VUH and VPH. ANCC appraisers fanned out across the VUMC enterprise to determine the organization's culture by listening to as many nursing and staff members as possible.

Michele Hasselblad, DNP, RN, NE-BC, vice president of Adult Ambulatory Nursing, said, "This represented the first time a complete document was written by ambulatory nurses followed by a focused clinic site visit. While we don't know our exact placement nationally, we do know we're among the first few ambulatory sites to achieve this accomplishment."

Appraisers participated in dozens of meetings with staff nurses, physicians, administra-

tors and leaders representing all departments and units throughout the main VUMC campus, Vanderbilt Health One Hundred Oaks and network of clinics. Appraisers also solicited feedback from the community and Vanderbilt staff and held open meetings.

"The thing that is the most important about this designation is that our appraisers were only interested in listening to the voices of nurses who practice in our organization," said Robin Steaban, MSN, RN, NEA-BC, Chief Nursing Officer of VUH. "Those nurses who deliver care every day told amazing stories of what they do, what it's like to be a Vanderbilt nurse and the pride they feel in being a Vanderbilt nurse. We strive to be a great place for nurses to practice, and this Magnet designation independently confirmed that indeed, we are."

BYLAWS CONVENTION EXHIBITS SHARED GOVERNANCE

More than 150 nurses from throughout VUMC gathered over Zoom on Nov. 11 for the biennial Nursing Staff Bylaws Convention, the second to be held virtually.

The convention is an opportunity for VUMC nurses to participate in Shared Governance via the amendment of their Nursing Staff Bylaws, a document that governs how they do their daily work and practice. Delegates are appointed in each entity and gather every two years to approve changes to the bylaws.

Any nurse can propose a change during the amendment submission period in the first half of the year. After being received and reviewed by the Bylaws Taskforce, delegates review all proposed changes to the bylaws via a virtual platform that is released during the summer.

“Every individual in nursing has the opportunity to have a voice in how they practice their profession,” said Kevin Grimes, senior program manager for Shared Governance. “It’s not just leadership coming in and saying this is how things are going to be.”

Vanderbilt was among the first health care entities in the country to create bylaws. In 1980, Adrienne Ames, MSN, who was associate director of nursing in 1980, spearheaded

the creation of the bylaws with associate director Frances Carson, under the leadership of Director of Nursing Rosamond Gabrielson.

The previous convention in 2020 was held virtually due to the COVID-19 pandemic, but it was so successful that nurse leaders decided to hold this year’s convention virtually as well. The virtual format presents many advantages: It is more inclusive of nurses in community hospitals and clinics in Vanderbilt Health’s growing footprint and is more efficient and cost-effective.

“We found that it was much more successful,” said Erin Tickle, DNP, MMHC, RN, associate nurse executive for Nursing Strategy and System Integration. “Right after the last convention, we realized we were headed in the right direction to allow as many nurses to participate as possible.”

This year’s convention was the first to use an amended delegate structure, moving from a model akin to the House of Representatives to a Senate model. The model allows entities to have an equal number of delegates regardless of size. This is intended to give more equal representation to the pieces of the sprawling VUMC enterprise.

There are two main categories of amendments to the

bylaws. Editorial amendments are updates to terminology and formatting without changing meaning, while substantive amendments change the meaning or function of the bylaws.

The 2022 convention delegates approved eight substantive amendments in addition to 12 editorial amendments that were on the agenda, as well as an amendment that was introduced on the virtual convention floor. Most of the amendments added formal language to the governing document promoting nursing diversity, equity and inclusion. Others changed titles and terminology to be inclusive of community hospitals Vanderbilt has acquired in recent years.

Executive Chief Nursing Officer Marilyn Dubree, MSN, RN, NE-BC, FAAN, said the bylaws represent a legacy of decades of Shared Governance work and thanked the delegates for their tireless efforts.

“For those of you who have never participated in the convention, I am grateful that you experienced it — not just as a transactional moment to vote, but as a representation of the nursing community coming together to lead its practice and to have agency over what we do,” she said.

For additional information and bylaws resources, visit vumc.org/shared-governance.