

MAKING GOOD ON
Our Texas Health Promise[®]



TEXAS HEALTH NURSE ANNUAL REPORT 2024



A MESSAGE FROM OUR CNE

Julie Balluck

D.N.P., R.N., NEA-BC | CHIEF NURSE EXECUTIVE

In 2024, Texas Health Resources nurses put **Our Texas Health Promise** into action like never before. We leaned into being **Individuals Caring For Individuals, Together**, and made great strides in providing high-quality care outcomes and improving the patient experience.

We took on macro challenges, such as improving care coordination across all channels through a new enterprise care management approach. Through this work, we developed focused strategies for addressing opportunity days and readmissions. We also homed in on more targeted challenges, such as improving specimen labeling and medication education. Nurses from throughout the organization came together to develop and deploy innovative approaches for addressing these challenges.

We are grateful for the more than four decades of service and leadership of Mary Robinson, Ph.D., R.N., NEA-BC, who retired as our chief nurse executive in February 2025. I am proud to continue her legacy of compassionate care for patients and each other and of dedication to quality improvement.

The pages of this report reflect the highlights of 2024 and the way Texas Health nurses lived **Our Texas Health Promise** Principles of safe, seamless, efficient, proactive, caring and reliable in 2024. I hope you will join me in taking pride in the impact they have had on our patients, communities and each other.



“We leaned into being Individuals Caring For Individuals, Together[®], and made great strides in providing high-quality care outcomes and improving the patient experience.”

Texas Health Chief Nursing Officers



**Shonna Bracco, D.N.P., M.H.A., R.N.,
NEA-BC, FACHE**
Texas Health Arlington Memorial Hospital



Vicki Brockman, D.N.P., R.N., NEA-BC
Texas Health
Harris Methodist Hospital Cleburne



**Mae Centeno, D.N.P., APRN,
ACNS-BC**
Texas Health Resources
Virtual Care



**Jennifer Chavez, D.N.P., R.N.,
ACNP-BC, NEA-BC**
Texas Health
Harris Methodist Hospital Fort Worth



**Scott Domingue, D.N.P., M.B.A.,
R.N., NEA-BC**
Texas Health Resources
Behavioral Health Services



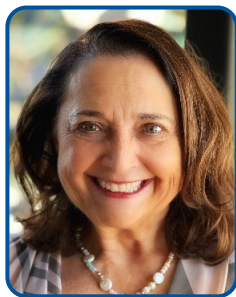
Lori Donovan, M.S.N., R.N., NEA-BC
Texas Health
Harris Methodist Hospital Southwest
Fort Worth



Pam Duffey, D.N.P., R.N., NEA-BC
Texas Health
Specialty Hospital Fort Worth



**Sherri Emerson*, MBA/M.S.N.,
R.N., FACHE**
Texas Health
Heart & Vascular Hospital Arlington



Dort Foglia, Ph.D., R.N., NEA-BC
Texas Health Hospital Frisco



**Sandi Gill, M.H.A., B.S.N.,
R.N., NEA-BC**
Texas Health
Presbyterian Hospital Flower Mound

Texas Health Chief Nursing Officers



**Tami Hlus, D.N.P., R.N.,
NEA-BC, FACHE**
Texas Health Hospital Rockwall



**Laura Massey, D.N.P., M.H.A.,
R.N., CPN**
Texas Health
Presbyterian Hospital Plano



**Cindy McCarthy, D.N.P., M.H.A.,
MBA, R.N., NEA-BC, CEN**
Texas Health
Harris Methodist Hospital Stephenville



**Kari McCord, M.S.N., RNC-OB,
C-EFM, NE-BC**
Texas Health
Presbyterian Hospital Allen



Rona Ng'ethe, D.N.P., R.N., CNML
Texas Health
Center for Diagnostics & Surgery Plano



Kim Nguyen, Ph.D., MBA, R.N.
Texas Health Resources
Central Staffing Office and
Patient Logistics



Kendra Slatton, D.N.P., R.N., NEA-BC
Texas Health
Harris Methodist Hospital Alliance



Tonya Sosebee*, M.S.N., R.N., NEA-BC
Texas Health
Harris Methodist Hospital Azle



**Toya White*, J.D., MBA, M.S.N.,
APRN, FNP-C, CBN, FACHE**
Texas Health
Presbyterian Hospital Kaufman



**Melissa Winans, D.N.P., MBA-HCM,
R.N., NEA-BC, FACHE**
Texas Health
Presbyterian Hospital Dallas



Melissa Winter, D.N.P., R.N., NEA-BC
Texas Health
Presbyterian Hospital Denton

*Also serve as President

Nursing by the Numbers

10,123

Registered nurses*

438

APRNs*

148

Faith Community nurses

7

Health Science Fellows
(nurses)

13

TCU
Evidence-Based Practice Fellows
(nurses)

*As of Nov. 13, 2024



7

Magnet®-designated Hospitals

Texas Health Arlington Memorial

Texas Health Dallas

Texas Health Denton

Texas Health Fort Worth

Texas Health Hurst-Euless-Bedford

Texas Health Plano

Texas Health Southwest Fort Worth



10

Pathway to Excellence®-designated Hospitals

Texas Health Allen

Texas Health Alliance

Texas Health Azle

Texas Health Center for Diagnostics
& Surgery

Texas Health Cleburne

Texas Health Frisco

Texas Health Kaufman

Texas Health Rockwall

Texas Health Specialty Hospital
Fort Worth

Texas Health Stephenville

Magnet® Redesignations



Two Texas Health Resources hospitals were redesignated as American Nurses Credentialing Center Magnet® hospitals in 2024!

Texas Health Arlington Memorial



Texas Health Fort Worth



A group of 128 Texas Health nurses attended the 2024 ANCC Magnet® and Pathway to Excellence® Conference in New Orleans.



Pathway to Excellence® Redesignations / Highlights



Two Texas Health Resources hospitals were redesignated as American Nurses Credentialing Center Pathway to Excellence® hospitals in 2024!



Texas Health Allen



Texas Health Kaufman



More than 100 attend research symposium

A total of 140 nurses and other healthcare professionals attended Texas Health Resources' 2024 Research, Innovation and New Knowledge (RINK) Symposium Sept. 27. Nurses and other clinicians made presentations on 39 research projects at the daylong event.

NCAP advances

To align the Nursing Career Advancement Program (NCAP) with industry and market standards, changes were made, including moving to a one-year cycle and implementing a lump-sum bonus. NCAP is intended for direct care registered nurses to obtain additional recognition while advancing their educational, clinical and professional skills.

KEY 2024 DATA FOR NCAP:

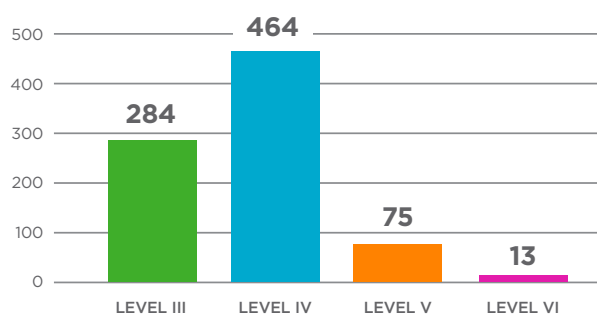
836

Nurses completed NCAP applications

21%

Of eligible nurses participated in the program

NUMBER OF NURSES AT EACH LEVEL



Nursing Congress

In 2024, delegates to Texas Health Nursing Congress heard updates and provided the voice of nursing feedback to leaders and others on key topics across the system. Nursing Congress leaders for 2024 were:

Kelly Johnson, B.S.N., R.N., CCRN | CHAIR
Texas Health Denton

Joell Tadlock, B.S.N., R.N., CCRN | VICE CHAIR
Texas Health Stephenville

Whitney Mota, B.S.N., R.N. | SECRETARY
Texas Health Arlington Memorial



2024 DFW Great 100 Nurses



LISA ADAMS



MELISSA ALLDREDGE



KAMBREE BAXTER



ALICIA CARTER



HEATHER CAWOOD



VISHIA COLEMAN



KYLIE COPELAND



AMY DENDY



SHELBY DO



TA'TANISHA ELDRIDGE



SASHA GBEDEMAH



KARLA GRAY



JAMES GREENTREE



JANAH HAMMOND-RODRIGUEZ



MICHELLE HAMPTON



RYAN HALEY



KATRINA HOOPER



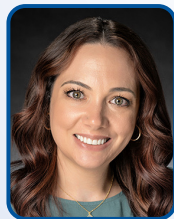
LAURIE JONES



CYNDI KELLEY



LESLEY PELOQUIN



KRISTY RODRIGUEZ



AMBER ROGERS



BRANDY SIMMONS



TONYA SOSEBEE



LISA STOVALL



JENNIFER THOMAS



CAMILLE TORRALBA



MELISSA TRUJILLO



AMY TURNER



ERIN WIEDMAIER

Not pictured: Gladis Mundackal (no longer with Texas Health)

Perks of being a Texas Health nurse



In addition to providing traditional benefits such as medical, dental and vision coverage, Texas Health offers the following benefits and resources to help nurses do their life's best work:



Custom Texas Health Nurse Residency program



Strong shared governance, with opportunities to be involved in decision-making through unit-based councils, hospital councils and Nursing Congress



Tuition reimbursement for up to \$5,250 per year for clinical and nonclinical degrees



Nursing Career Advancement Program (NCAP), which provides recognition and financial rewards for nurses' dedication to their hospital, profession and education



Student loan repayment program, offering \$50 per month toward student loans



Permanent charge nurse roles designed to help nurses advance in their careers



Employee Assistance Program, which provides up to eight free counseling sessions per issue, per year



Be Healthy Wellness Program, with up to \$300 in rewards available



Community Time Off, which gives employees the opportunity to receive paid volunteer time for up to one scheduled workday each year



My Flex Day, which is an extra day of paid time off to enjoy a birthday, have a self-care day, celebrate a nontraditional holiday or take a mental health break. This day off is available during the calendar year in addition to hours from employees' PTO bank.



Six weeks of paid parental leave

Standing on Principles



As Individuals Caring For Individuals, Together, Texas Health nurses put **Our Texas Health Promise Principles** into action in 2024.

We will keep our consumers and each other safe.

Clinicians at **Texas Health Fort Worth** reduced mislabeled specimen events by 43%. The hospital's nurses, who attested to their understanding of the specimen labeling process, used a "Best Dressed Tube" flyer, blood collection tip sheet and Error Prevention Tools to increase specimen labeling safety.

Nurses at **Texas Health Kaufman** helped keep a visitor safe once it was learned that she had been kidnapped by the patient. One nurse calmly triaged the patient while other nurses cleared the waiting room. The patient was arrested when the police arrived.



Nurses participated in an escape room challenge at **Texas Health Southwest** to help reinforce the need to complete the Keep Me Safe Checklist for patients at high risk for suicide. Developed by a nurse, the challenge featured staged rooms with potential risks for nurses to identify.



Nurses at **Texas Health Denton's** intensive care unit (ICU) celebrated 1,000 days free of central line-associated bloodstream infections (CLABSIs) in September. The milestone was the result of meticulous attention to evidence-based practices driven by a team that is passionate about the work.

We will create a coordinated and convenient experience that is intuitive for the consumers and each other.



Texas Health's **virtual inpatient diabetes team** expanded to provide seamless care and education at 14 Texas Health hospitals. The innovative team provides virtual education to inpatients who are newly diagnosed with diabetes or new to insulin at discharge.

In support of Texas Health's work to reduce opportunity days and create a seamless patient experience from arrival to discharge, nurses at **Texas Health Alliance** developed best practices for multidisciplinary rounding. These practices included daily rounding at a set time, well-defined responsibilities for reducing barriers to discharge and "Text at 2" through CareConnect One secure messaging to check progress.

A nurse at **Texas Health Dallas** identified the need to alert all clinicians, seamlessly across service lines and channels, when a patient has a "difficult airway," making it a challenge to intubate, or insert a breathing tube. She researched potential solutions and worked with Texas Health's Clinical Documentation Team to develop a clear language alert prominently visible in CareConnect One.

Nurses at **Texas Health Plano** supported the system's efforts to reduce opportunity days by developing a discharge pathway place mat that was available throughout Texas Health. The place mat is distributed on patient meal trays and is designed to remind patients of each step to being discharged and to motivate them to address barriers themselves early in their stay.



We will ensure the Texas Health experience honors everyone's time and resources.



To help patients be seen quicker and help prevent them from leaving the Emergency Department without being seen, nurses at **Texas Health Azle** helped develop a vertical care area. In this area, individuals with minor illnesses or injuries can be seen without having to be placed in a patient bed, which speeds up their experience.

Nurses at **Texas Health Rockwall** helped re-introduce Talk at 2 by participating in a pilot program. Talk at 2 was eventually resumed across the system. Talk at 2 is a focused conversation between the charge nurse and care transition manager about any patients who are expected to be discharged the next day.

Advanced practice providers, including advanced practice registered nurses, with **Texas Health Breeze Urgent Care** helped grow Texas Health Quick Care video visits by 59% in 2024.



We will partner with consumers, their families, and each other to understand, anticipate, prepare for and respond to their needs.

Nurses at **Texas Health Specialty Hospital** worked with a multidisciplinary team to address the need to wean wound care patients from intravenous narcotic pain medications to oral medications for discharge. They developed guidelines and educated nurses and care providers.



Nurses at **Texas Health Arlington Memorial** conducted an evidence-based project on early mobility for hospitalized geriatric patients. Caregivers in the project encouraged mobility for senior patients three times a day to help them retain mobility and strength and to help lower fall rates.

Nurses at **Texas Health Stephenville** developed several strategies to help reduce C-section rates, a key performance indicator for Texas Health. The strategies included a continuing education credit course, a new CareConnect One Smart Phrase to help with documentation and an emphasis on reporting Bishop scores, which help indicate whether inducing labor is likely to be successful, to physicians.

After Texas Health nurses began screening patients to evaluate their nonmedical drivers of health (formerly called social determinants of health), nurses at **Texas Health Allen** recognized the high rate of food insecurity in their community. They coordinated a food drive to support a local nonprofit agency.



We will make intentional, human connections with consumers and each other, treating everyone as a part of the Texas Health team.



Nurses on a unit-based council at **Texas Health HEB** implemented the Heartbeat in a Bottle program for family members of end-of-life patients. Nurses print out the patient's last electrocardiogram and place it in a small bottle labeled with the patient's name, giving family members a memory of the heartbeat of their loved one.



Nurses at **Texas Health Cleburne** helped develop a dedicated space to care for sexual assault patients. The hospital's S.A.F.E. (Sexual Assault Forensic Exam) Room provides a warm, comforting environment and includes an exam area with equipment needed for the collection of potential evidence that could aid in the investigation and prosecution of their case.

We will be a dependable partner by consistently delivering reliable care and services with exceptional quality.



Two nurses at **Texas Health Frisco** presented posters at the 2024 DFW Hospital Council's Strike Out Sepsis conference. They presented their quality improvement projects related to prevention, early identification and treatment of sepsis.

Nurses at **Texas Health Center for Diagnostics and Surgery** helped maintain reliable care during the renovation of the center's Sterile Processing Department, coordinating the transportation of instruments between Texas Health Frisco and the center.



Hospital Highlights

TEXAS HEALTH DALLAS

ECMO - (extracorporeal membrane oxygenation) is a life-supporting therapy that helps treat some of the sickest patients in the communities the hospital serves.

Nurses at **Texas Health Dallas** helped advance the development and growth of the hospital's ECMO services in 2024 after partnering with Texas Health Fort Worth to learn about their ECMO program.

Nurses on the ECMO specialist team completed **more than 140 hours** of didactic and hands-on training during the year.

The hospital almost **doubled its volume** of ECMO cases in 2024 and had the **third-highest volume** among hospitals in the Dallas-Fort Worth area, thanks to a dedicated multidisciplinary team.



TEXAS HEALTH PLANO



Members of the neonatal intensive care unit team at **Texas Health Plano** celebrate being named "**Best Hospital to Have a Baby in Collin County**" by the readers of *DFWChild* magazine.

Texas Health Plano's exemplary Magnet® culture fostered multiple successes for nurses in 2024:

35.5%

Participation in Nursing Career Advancement Program (NCAP)

98%

Nurse retention consistently above this percentage

**OUTPERFORMED
NATIONAL BENCHMARKS**

In all seven domains of the Registered Nurse Satisfaction Survey

85%

B.S.N. achievement rate

34%

Certification rate

Opportunities for nurses to grow and lead

Texas Health nurses have many ways to grow, lead and get involved.



The Nursing Career Advancement Program, which provides rewards and recognition for professional development

Professional governance, including Unit-Based Councils and Nursing Congress, which provides the opportunity to participate in shared decision-making

Sharing stories on MyTexasHealth and in the Texas Health Nurse Newsletter

Texas Health's Registered Nurse Specialty Certification policy, which provides a standardized process for bonus payments and exam fee reimbursements for registered nurses who achieve a national nursing specialty certification

Texas Health's Health Science Fellowship

My Career Journey, which provides helpful assessments, mentoring opportunities and goal setting guidance to grow your career

Participation in surveys, such as the Care Team Insights Survey, NDNQI Survey and Patient Safety Culture Survey

