



2024 Nursing Annual Report



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Dear Nurses of HCA Houston Healthcare Conroe,

As your Chief Nursing Officer, I am thrilled to present the HCA Houston Healthcare Conroe Hospital 2024 Nursing Annual Report. This report highlights your unwavering commitment to providing outstanding care to our patients, their families, our community, and each other. I am deeply proud and honored by the extraordinary work shown within these pages.

The year 2024 presented us with numerous challenges, yet we united to overcome them and maintain a high standard of care. In alignment with our Relationship-based Care model, every nurse and essential partner collaborated to tackle adversity, offering care not only to our patients but also supporting one another, our community, and ourselves. The stories in this report capture the essential roles our nurses play daily in advancing our mission.

Within this report, you will discover examples of how we care like family, demonstrated through our commitment to shared governance, wellness and resilience initiatives, and our emphasis on professional development. Conroe is a distinctive and compassionate environment, particularly highlighted by our Nursing teams and Professional Practice Council, which are dedicated to promoting diversity and inclusion.

Despite the hurdles we encountered, your steadfast dedication to excellence has led to remarkable patient outcomes and numerous accolades. Our exceptional achievements were celebrated in 2024 when we were named by U.S. News & World Report for Best Hospitals as High Performing Hospital for Congestive Heart Failure, COPD, Diabetes, and Heart Attack. You are what makes Conroe an extraordinary place.

Our mission to enhance human life through high-quality, cost-effective care shines through in this report. Your passion for nursing and commitment to exceptional care, as illustrated here, reinforces this dedication.



A handwritten signature in black ink, appearing to read 'Lacey Rains-Barry'.

Lacey Rains-Barry, MSN, RN, NEA-BC, CPHRM, CPPS, CPHQ
Chief Nursing Officer

Nursing at HCA Healthcare



Nursing is critical to HCA Healthcare's success



Evolving our nursing strategy to inspire our care teams and strengthen patient care



Leadership and advocacy

Develop empowered leaders who can advocate for and support care team growth and wellbeing



Dynamic care teams

Optimize care team models to best match clinical expertise with patient needs



Clinical education

Enhance the clinical expertise of our care teams through skill-building and hands-on educational opportunities



Care-first culture

Champion a professional practice environment where care teams feel supported to deliver high-quality patient care

Building capacity, elevating competency, and connecting with our nurses are the foundation of HCA Healthcare's nursing strategy



Leadership & advocacy

Develop empowered leaders who can advocate for and support care team growth and wellbeing



Dynamic care teams

Optimize care team models to best match clinical expertise with patient needs



Clinical education

Enhance the clinical expertise of our care teams through skill-building and hands-on educational opportunities



Care first-culture

Champion a professional practice environment where care teams feel supported to deliver high-quality patient care

Execute ER Immersion 2.0

Recalibrate and reinforce expectations for ER operations, engagement, and patient experience

Implement Workforce Safety Programs

Providing safe environments & resources for colleagues

Execute Med Surg Elevation

Elevate the med surg environment to support and retain the new graduate nurse

Implement Clinical Education Model 2.0

Implement a new clinical education model to enhance clinician support at the bedside

Enhance Galen College of Nursing & HCA Healthcare Integration

Bolster the synergy between HCA Healthcare and Galen College of Nursing to strengthen the student and practicing nurse experience

Deploy New Telemetry Program

Enhance telemetry management to prioritize patient safety

Implement Non-Ventilator Hospital Acquired Pneumonia toolkit

Deploy an evidence-based approach with supporting technology to prevent and reduce Non-Ventilator Hospital Acquired pneumonia

Our Campus and Nurses

2024 Data



350 Beds



1,200 Employees



51,000 ER Visits



550 Nurses



17,000 Admissions



28% Certified Nurses



61% Nurses with BSN or Higher Degree



1,700 Births



1 Research Project Completed



8,000 Surgeries



22 Nurse Externs

HCA Houston Healthcare Conroe

Professional Practice and Delivery Model

Campus Nursing Mission

Above all else, we are committed to the care and improvement of human life.

Campus Nursing ICARE Values

Integrity: Be honest and do what you say

- Resolve complaints with urgency / No operational excuses or blaming others for not meeting customers' needs

Compassion: Be sympathetic to the needs of others

- Treat the other person as they would like to be treated. –"Platinum Rule"
- Hear the issue, concern, or complain with compassion and caring
- Avoid using technical or professional jargon. Use easily understood language and terminology when giving customers information
- Empathize and initiate

Accountability: Take ownership of how action impacts outcomes

- Exhibit a positive attitude at all times
- Apologize for not meeting customers' expectations
- Follow Hospital Policies and NPSGs, use proper lift equipment, ensure that spills are cleaned up, and trash is disposed of properly, use CDC guidelines for hand washing, dispose of sharps properly, use correct PPE, take non-working equipment out of service and send to Biomed or Engineering

Respect: Value others and embrace diversity

- Appreciate the diversity of those we work with and serve
- Make our fellow employees feel appreciated, included, and valued through our actions and attitudes
- Do not gossip. Protect the privacy and feelings of fellow employees
- Recognize and respect the contributions of others in the work environment because everyone here does meaningful work

Excellence: Take personal pride in exceeding expectations

- Excellence is doing ordinary things extraordinarily well
- Consistently makes meaningful personal connections with customers

Nursing Professional Practice Model



Nursing Care Philosophy

Our nursing PPM is a visual representation of the foundation of nursing and addresses concepts such as collaboration, leadership, nursing development and our commitment to excellent patient outcomes.

The theoretical framework for our PPM is built on the novice to expert theory by Patricia Benner and Jean Watson's philosophy and science of caring.

Diamond at the center of our model represents our patients and their families who give us our purpose and who are at the center of what we do.

Inner circle represents the standards that are the foundation of healthy clinical environments: integrity, compassion, commitment to patient care and holistic care for patients and colleagues.

Outer circle represents our commitment to care and improvement of human life through quality outcomes, evidence-based practice, collaborative partnerships, shared governance that empowers nurses to contribute collaboratively as decision makers regarding the nursing practice environment, and professional development.

Leadership and Advocacy

Develop empowered leaders who can advocate and support care teams' growth and wellbeing.

Transformational Leadership

Transformational leaders inspire and empower nurses throughout the organization to be accountable, compassionate, collaborative, respectful, authentic, and results-oriented by advocating for resources, supporting care partnerships, and accomplishing positive patient outcomes.

Professional Nurse Practice Council Achievements

- Good communication and collaboration among members
- Increased active participation at unit- and organization-level
- Received capital purchases as requested
- Updated policies and rolled out education on Heparin and Visitation
- Achieved Comprehensive Stroke Certification
- Improvements in patient satisfaction
- Increased certifications rate in ED and ICU
- Increased patient involvement in bedside shift report
- Improved security by limiting opening and closing time of exit doors
- Separated Rapid Response and Clinical Service roles
- Restructured Multidisciplinary Round process
- Good Interdepartmental collaboration
- Sponsored events

Leadership Development

In 2024, HCA Conroe has successfully graduated multiple leaders from our GCD Leadership Development Programs. The agenda varies based on the leadership focus and needs of the division. They may highlight enterprise initiatives and updates as well as division focused initiatives with a focus on a shared experience and connection among leaders from across the division.

Leadership Development Programs: Director Development Program, Executive Development Program, Executive Residency Program, Charge Nurse Leadership Certificate



Clinical Operation Improvement

- Redesigned Clinical Support Coordinator structure
- Revitalized Unit Based Council for each nursing unit
- Established Nurse Resource Council
- Reinvigorated Patient Care Technician Council
- Increased nursing specialty certification rates for nurses who met eligibility criteria to 28%
- Increased RN engagement to 85%
- Established an annual Nursing Expo to showcase nursing achievement and unveil upcoming nursing strategy

Clinical Education

Enhance the clinical expertise of our care teams through skill-building and hands-on educational opportunities.

Exemplary Professional Practice

Nurses take accountability within their professional role to promote exemplary professional practice to improve clinical services and financial outcomes of care delivery by collaborating with physicians, patients, care partners, and communities while advancing excellence.

Clinical Education

System Nurse Residency Program

The nurse residency program at HCA Houston Healthcare Conroe began to provide novice nurses with a supportive community of seasoned nurses to guide them during their first year of practice. The goal was to offer hands-on experience to promote clinical skills and develop critical thinking in a safe environment, using both simulation and preceptor-guided encounters. The nurse residency program utilizes resources from across the HCA Gulf Coast Division (GCD) while maintaining local relationships and support. The program consists of two phases over a twelve-month period. Phase I is the clinical skills development and lasts 12 - 16 weeks, depending on the department, while Phase II focuses on Professional Development and integration of the novice nurse into practice.

RN Plus Program

HCA Houston Healthcare Conroe's (HHHC) RN Plus Program is an evidence-based program supporting newly hired experienced nurses as they transition into the nursing practice environment. After the experienced nurse attended the general hospital orientation, the RN Plus Program takes 10 weeks to complete. The program includes a blend of didactic, simulation, skills training, hands-on training at the bedside and independent education time. Its design incorporates quality and safety education for nurses' competencies and guidelines and recommendations for professional transition to practice, which acknowledges that learning occurs in multiple ways.

Mentorship Program

Mentorship programs like ICARE STARS can be highly beneficial for professional development and organizational growth. By facilitating relationships between experienced individuals and those seeking guidance, mentorship programs create opportunities for knowledge transfer, skill

development, and career advancement. By extending the mentoring program beyond clinical nursing staff to include management, HCA Houston Healthcare Conroe recognizes the importance of leadership development and the value of mentorship across various levels of the organization. This approach can help cultivate a culture of continuous learning, collaboration, and professional growth, ultimately benefiting both employees and the organization.

Certification and Advancing Degrees

The organization has implemented a Clinical Certification Support Program to encourage RNs' professional growth. The mix of prepaid vouchers, test fee reimbursement, and certification bonuses creates a comprehensive approach. The emphasis on supporting subspecialty certifications aligns well with the professional practice model, promoting continuous learning and skill development among nurses. The utilization of live or virtual review courses via HealthStream and the provision of continuing education courses demonstrate a commitment to ongoing education and recertification. Communication of policies through unit-based committees and information boards reflects transparency, ensuring awareness among RNs.

To support the nurses, HCA Conroe implemented flexible scheduling options and educational programs tailored to accommodate their busy lives. We understand balancing work and education can be challenging, so we provided financial and unwavering leadership support to encourage our nurses on their educational journey. In addition, HCA Conroe provides tuition support and has partnerships with key universities with negotiated discounts on tuition, easing the financial burden for our nurses pursuing higher education.

Equity, Diversity, and Inclusion

HCA Conroe believes excellence in healthcare starts with a foundation of inclusion, compassion and respect for our patients and each other. We are committed to meeting the social, cultural, linguistic and spiritual needs of our patients, their families and the communities we serve. Our Equity of Care program provides innovative, pragmatic, compassionate, patient-focused solutions and resources across our organization and includes the following focus areas: access to services, data collection, language services, pastoral and spiritual care, and cultural competence. Our robust diversity, equity and inclusion strategy supports colleagues, creates opportunities for connection and dialogue, and enables us to better attract, engage and develop diverse talent.

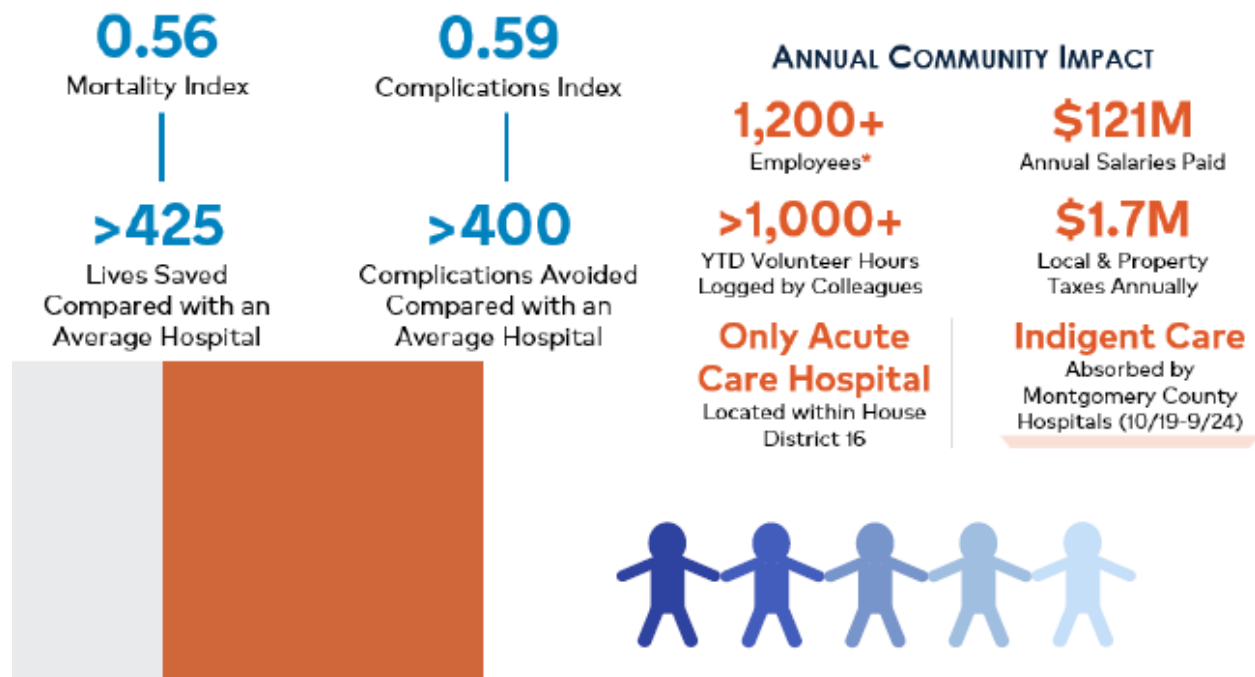
Dynamic Care Teams

Optimize care team models to best match clinical expertise with patient needs.

New Knowledge, Innovations and Improvements

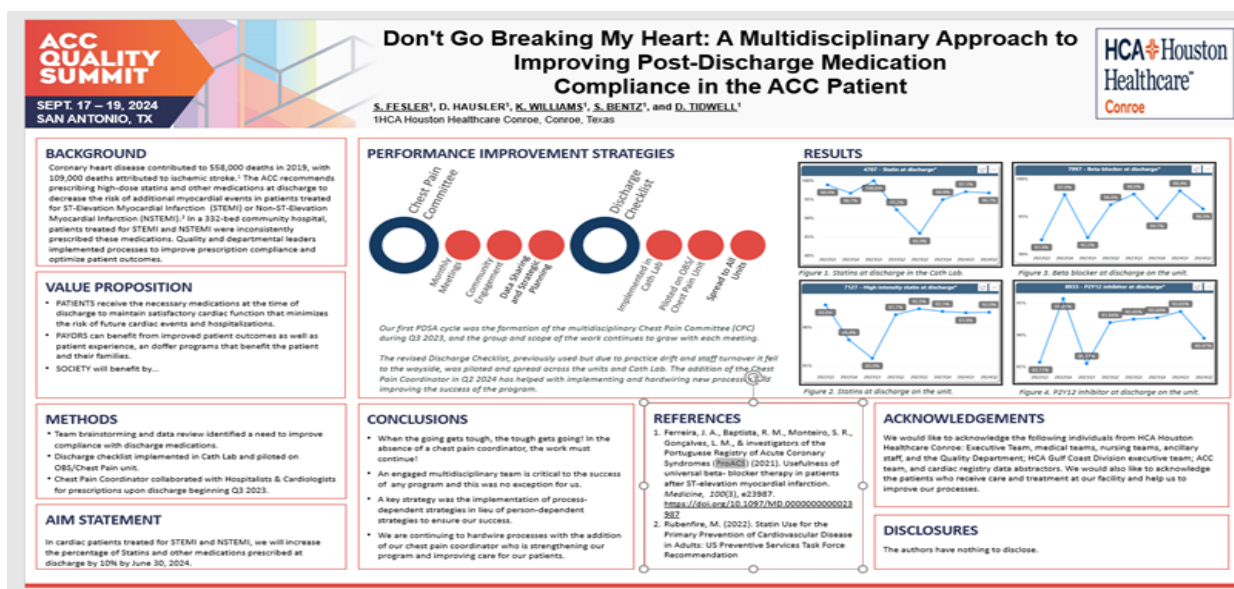
Nurses who help organizations conscientiously integrate evidence-based practice and research into patient care. As such, they design and implement clinical projects that improve patient outcomes.

Caring for the Community – OUR LOCAL IMPACT



Conference Posters and Presentations

- Don't Go Breaking My Heart: A Multidisciplinary Approach to Improving Post-Discharge Medication Compliance in the ACC Patient.** *American College of Cardiology Quality Summit.* Poster Presentation: Sheranda Fesler, PhD, RN, RNC-NIC, NE-BC, CPHQ, CPPS, FNAHQ; Daryl Hausler, MS, BSN, RN, CVRN-BC; Kathleen Williams, BSN, RN, CCRN, CVRN-BC; Shawna Bentz, BSN, RN; Dennis Tidwell, MSN, Med, RN, CNOR



- **The Career Path No One Told Me About – How I Landed Here.** *American College of Cardiology Quality Summit.* Speaker at General Session: Sheranda Fesler PhD, RN, RNC-NIC, NE-BC, CPHQ, CPPS, FNAHQ





Nursing Research and Evidence-Based Practice

In Spring 2024, HCA Houston Healthcare Conroe participated in a multisite cross-sectional study called, “Identifying Opportunities to Strengthen Nursing Professional Governance: A Three-Center, Cross-Sectional, Descriptive Study”. The purpose of this research study was to describe the state of nursing shared governance at three U.S. based healthcare facilities.

Ensuring Decision-Making is Truly Shared

Overall, results show nurses that participated feel they have strong input and sharing with leaders in areas like making daily patient care assignments, admissions, transfers, discharges, and requesting supplies. However, the results suggest there may be some opportunities to ensure staff have access to information around the organization’s strategic plans for the next few years, representation and input on interprofessional councils and a range of items in the Personnel subscale. It is recommended to look at items such as formulating annual unit budgets, creating new positions, new guidelines, policies, processes, and procedures, and to look for ways to increase the sharing of decision-making.

Creating High-Functioning Shared Governance Councils

The results suggest that perceptions around how high-functioning Shared Governance councils at Conroe may differ somewhat, especially among nurses with more or less time working at HCA, working in their clinical specialty, or working as a nurse. With younger, less experienced nurses tending to view SG councils less favorably than older, more experienced nurses. This may suggest that a stronger focus on understanding if nurses at all stages of their career view SG councils as being effective may be useful.

Care-First Culture

Champion a professional practice environment where care teams feel supported to deliver high-quality patient care.

Structural Empowerment

The organization provides structure and foundation to empower nurses to have opportunities to grow professionally and engage with leaders and care teams in active decision-making processes to advance nursing practice and patient care.

Shared Decision Making



HCA Houston Healthcare Conroe reorganized its shared governance structure into a solitary professional nurse practice council (PNPC), which is a pivotal transformational force in our shared decision-making model. The PNPC meets monthly and has a standing agenda which is based on the hospital’s nurse strategic plan and input from other key councils. PNPC members include chair or co-chair representatives from both inpatient and ambulatory nursing unit-based councils. In addition, program RN coordinators are invited to attend to drive discussion around clinical management of key population such as sepsis or stroke. Support department representatives are also invited to address operational barriers to strategize on opportunities to improve patient outcomes and staff engagement.

Celebrations

Certified Nurses 2024

Alexander Jensen BSN RN CVRN-BC
Jonathan Reyes BSN RN MEDSURG-BC
Casey Kalousek BSN RN CEN
Rachel Langley BSN RN CEN
Imelda Lim BSN RN CEN
Brandi Stevens BSN RN CEN
Kendal Torres BSN RN CEN
Melissa Halbaedier MSN RN CEN
Amanda Westerman BSN RN CEN CCRN
Candace Stiles BSN RN MEDSURG-BC
Lilian Gephardt ADN RN CRRN WCC
Carrie Taylor BSN RN CWS
Lindsey Smith BSN RN CCM
Marian Feste ADN RN CCM
Cindy Brown BSN RN CCM
Traci Watkins BSN RN CCM
Elizabeth Nalley BSN RN MEDSURG-BC
Erica Caparoso BSN RN MEDSURG-BC
Brandon Jimenez BSN RN MEDSURG-BC
Warisara Manuel MPA/HCA BSN RN NPD-BC NEA-BC
Sara Ringo-Simpson BSN RN CRRN CPPS
Mary Berczy MSN RN NE-BC TCRN
Eivin Adlawan BSN RN CCRN
Eloisa Asilo BSN RN CCRN
Amy Bakke BSN RN CCRN
Kelly Beran BSN RN CCRN
Vanessa Carroll BSN RN CVRN-BC
Mary Cole-Johnson BSN RN CVRN-BC
Michael Edwards BSN RN CVRN-BC CCRN
Cecilia Fatola ADN RN CVRN-BC
Barbara Furber BSN RN CVRN-BC
Taylor Fuselier BSN RN CVRN-BC
Tana Hager BSN RN CCRN
Leland Miller BSN RN CVRN-BC CCRN-K
Salvacion Ramos BSN RN CCRN
Paula Richardson MSN RN CVRN-BC CCRN-K
Allie Thrash BSN RN TCRN
James Michael Edwards BSN RN CCRN
Christina Champagne MSN RN C-EFM
Taylor Winkler BSN RN C-EFM
Claire Crawford BSN RN C-EFM
Renee Doss ADN RN C-EFM
Jennifer Ciorciari BSN RN C-EFM
Ashley Stubbe BSN RN C-EFM
Katherine DeCastro MSN RN RNC-OB
Brandy Anselmo BSN RN C-EFM
Kelly McCay ADN RN RNC-OB C-EFM
Rebecca Childers MSN RN RN-BC
Jennifer Muehr BSN RN RNC-LRN
Crystal Gillard BSN RN RNC-NIC

Stacy Dufrene BSN RN RNC-LRN
Stefanee Rivera BSN RN RNC-NIC
Linda Galanos BSN RN RNC-LRN
Laura Eckel BSN RN RNC-LRN
Tether Althaus BSN RN IBCLC
Elizabeth Lewis BSN RN IBCLC
Cheryl Schwenke BSN RN IBCLC RNC-MNN
Michele Black ADN RN RNC-MNN
Susan George BSN RN RNC-OB
Minnie Washington MSN RN MEDSURG-BC
Dena Hunt BSN RN CNOR
Janice Quinn MSN RN CAPA
Katy Lund BSN RN CEN
Loretta Bolt ADN RN CCRN
Melissa Avery BSN RN CCRN
Sharon Lagway BSN RN CCRN
Michelle Strommer BSN RN RN-BC
Theresa Bauerle BSN RN WOCN
Joan Kelley MSOL BSN RN CRRN CPHQ CIC
Angelo Carambas MBA BSN RN NEA-BC
Lacey Rains MSN RN CPHRM CPPS CPHQ
Roberta Siegfried BSN RN MEDSURG-BC
Cecilia Nowakowski BSN RN MEDSURG-BC
Cristina Veliz BSN RN MEDSURG-BC
Cynthia Whitaker ADN RN MEDSURG-BC
Mary Yanson BSN RN MEDSURG-BC
Katie Bechtold BSN RN CPPS
Kendra Johnson MSN RN NE-BC
Sheranda Fesler PhD RN RNC-NIC NE-BC CPHQ CPPS
Daryl Hausler MSN RN CVRN-BC
Amber Savoy BSN RN CPN
Lauren Segura MSN FNP APRN-C
Melissa Arshaq-Ali ADN RN CRRN
Stefanie Hand BSN RN MEDSURG-BC
Lorilyn Martinez BSN RN CRRN
Darla McAdams ADN RN CRRN
Allison Messersmith BSN RN ACM CRRN
Tamera Roberts ADN RN CRRN
Debra Stuart BSN RN MEDSURG-BC
Abel Barreiro ADN RN CCRN
Mary Bautista BSN RN CCRN
Amy Chen BSN RN CCRN
Nadia Saleh BSN RN CPAN
Jennifer Watson BSN RN CCRN
Maritess Artates BSN RN CCRN
Adriana Strawson BSN RN CPAN
Janna Billetdeaux MSN RN NPD-BC PCCN MEDSURG-BC CMSRN
Wendy Smith BSN RN NPD-BC
Genevieve Warshaw MSN BSBio NPD-BC
Jennifer Finney MSN RN NPD-BC CCRN CVRN-BC

DAISY Award Winners 2024

Nadia Guzman RN
Taytem Reeves RN
Rita Torres RN
Vilma Segovia RN
Sandy Bonilla RN
Tanya Carreon RN
Christine Beleno RN
Christina Champagne RN

BEE Award Winners 2024

Jaycee Kmiecik
Candice Macpeek
Phillippe Sansaricq
Sandy Sanders
Tamela Johnson
Sherry Sheffer
Khandi Williams
Raven Long

2024 Power of One Award

Integrity

Q1 Isaac Davidson
Q3 Tamera Roberts

Q2 Jonathan Griggs
Q4 Kaitlyn Prestwood

Compassion

Q1 Ermila Madrid
Q3 Diana Jimenez-Pelaez

Q2 Payton Storer
Q4 Kirk Wilson

Accountability

Q1 Maria Guajardo
Q3 Juan Rivera

Q2 Phil Sansaricq
Q4 Lori Martinez

Respect

Q1 Carol Earl
Q3 Reagon Alami

Q2 Stephanie Mays
Q4 Sherry Sheffer

Excellence

Q1 Rachel Blair
Q3 Kate Huddleston

Q2 Yara Garrido
Q4 Sara Davis

2024 Excellence in Nursing Award

HCA Houston Healthcare Conroe had 59 colleagues achieve the bronze Good Samaritan Foundation Excellence in Nursing Award!

The purpose of the Good Samaritan Foundation Excellence in Nursing Awards is to recognize those nurses who are leaders at the bedside offering extraordinary and compassionate care and service. While degrees, certifications, and research exhibit great dedication on the candidate's part for developing professionally, the Foundation's priority of focus is on the nominees' stories of the work they do every day servicing patients, families, employees and students.

Reagon Alami ADN RN
Samantha Bagwell ADN RN
Amy Bakke BSN RN CCRN
Angie Barrera ADN RN
Jose Beleno BSN RN
Shawna Bentz BSN RN
Shruti Bhatt ADN RN
Laura Boiles ADN RN
Mallory Brazeal ADN RN
Lori Bullock ADN RN
Mary Clark ADN RN
Georgina Codjoe BSN RN
Donna Compton BSN RN
Morgan Darby BSN RN
Donald Davis BSN RN
Clarice De Los Angeles BSN RN
Carla Dekker ADN RN
Christene Estes ADN RN
Jessica Ferguson ADN RN
Liliana Fregoso ADN RN
Melissa Gomez BSN RN
Arsenia Gonzales BSN RN
Sadie Grappe BSN RN
Maria Guajardo BSN RN
Tana Hager BSN RN CCRN
Brittany Henderson ADN RN
Mikayla Hilderbrand BSN RN
Casey Kalousek BSN RN CEN
Sophia Kilondomara ADN RN
Caitlin Kowis ADN RN
Imelda Lim ADN RN

Nadia Litvin ADN RN
Tammi Lucher ADN RN
Nikka Malonzo ADN RN
Savannah Martinez ADN RN
Tiana McAndrews ADN RN
Meledy McClelland ADN RN
Rhonda McLin MSN RN
Xavier Medrano ADN RN
Vicki Miller ADN RN
Leigh Mobley ADN RN
Christina Pena BSN RN
Tristina Pitts ADN RN
Taytem Reeves BSN RN
Ryan Reynoso ADN RN
Paula Richardson MSN RN CCRN CVRN-BC
Kendall Roe BSN RN
Junel Schmahl BSN RN
Brooke Skero-Fields ADN RN
Lindsey Slaten ADN RN
Brandi Stevens-Rash BSN RN CEN CTN
Emma Stockman ADN RN
Elle Stockman ADN RN
Allysa Thompson BSN RN
Heather Thompson ADN RN
Genevieve Warshaw MSN BSN BSBio NPD-BC
Minnie Washington MSN RN RN-BC
Abigail Williams ADN RN
N'Ghana Williams BSN RN

Good Catch Award 2024

The Good Catch Award is awarded to a frontline staff member in recognition of their effort to promote quality, safety, and risk prevention. Quality, Safety, and Risk Prevention equips and empowers HCA Conroe to offer care that is safe, timely, effective, efficient, equitable, and patient-centered.

Kelly Beran, ICU
Kaylyn Searcy, Therapy
Jennifer Floyd, Trauma
Christina Pena, 2 West
Yi-Hsuan Chan, Pharmacy
Tana Hager, ICU
Bridgette Martin, Pre-Op
Jason Weber, Therapy
Gabriella Holland, 2 South

Employee Engagement Index

The chart below contains the results from our survey in October 2024.

Performance Expectations	92
Physical Safety	88
Role Fit	87
Respect	87
Collaboration	86
Empowerment	86
Personal Accomplishment	84



