



February 1, 2012

“ONE TEAM”

# Script

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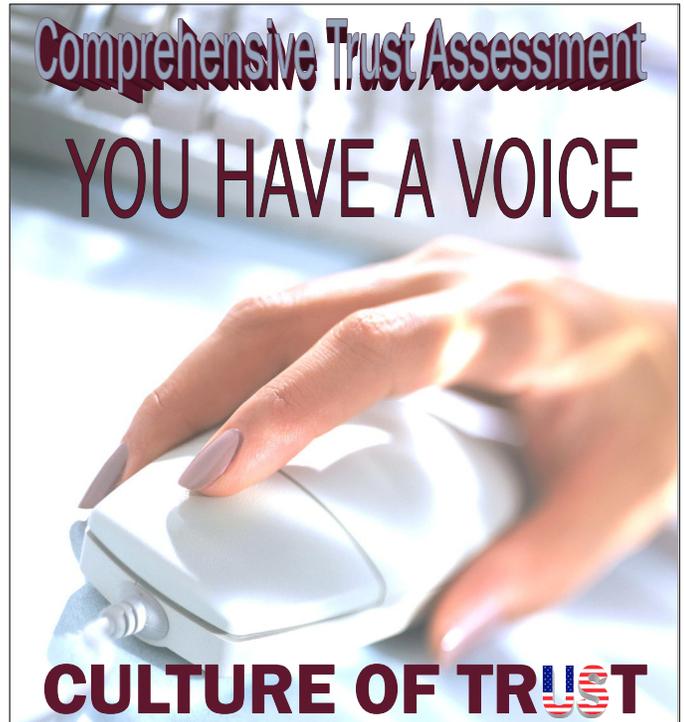
## Culture of Trust comes to Darnall

In September 2010, the Army Surgeon General authorized the creation of the Trust Enhancement and Sustainment Task Force (TES-TF) charged to design and implement a strategic initiative to sustain and enhance Culture of Trust throughout all facets of Army Medicine and with our patients, employees, and stakeholders.

The intent of the Surgeon General's Culture of Trust initiative is to cultivate a culture within our Military Treatment Facilities that values and extends trust. The combat Soldier is willing to risk everything because they know that on the field of battle, the Army medic will be there. Army Medicine has a sacred duty to replicate this level of trust at every juncture and with every interaction, every moment of every day.

The Surgeon General determined that cultivating a Culture of Trust throughout Army Medicine would be a significant force multiplier and support the Army Medicine Strategy Map - CS 5.0 Inspire Trust in Army Medicine.

The Task Force has reviewed the latest trust research and, combined with the experience of the



“ Culture of trust is a shared set of attitudes, values, and practices that distinguish Army medicine's commitment to our beneficiaries to provide the highest quality and access to health services. ”

Task Force subject matter experts, has created a dynamic Culture of Trust Initiative built upon sound theoretical concepts

The Task Force will come to Darnall next week to meet with the Command Team for three days at Robertson Blood Donor Center. Following that meeting, department and division chiefs will receive two days of training.

In March, supervisors will attend an eight-hour session that provides them with a general overview of the Culture of Trust as it applies to Darnall employees. Eventually, every military and civilian staff member will attend 40 hours of training on Culture of Trust.

In addition to training, the Task Force will provide hands on skills building and follow up support to each organization across Army Medi-

## CULTURE OF TRUST | CONTINUED

cine. Part of the initiative is to ensure permanence across Army Medicine.

The Task Force is also implementing a service excellence program, "Back to Basics." This hospitality program has been instrumental in increasing patient satisfaction.

The COT initiative is to ensure comfortable, familiar and exceptional patient care experiences for our patients as well as a system of excellent patient service across the enterprise. The focus to standardize exceptional patient experiences exemplifies Army Medicine's commitment to deliver what we say we will deliver, and create a strong identity that conveys Army Medicine's vision of Serving to heal, honored to serve.

Through the Culture of Trust initiative, Darnall expects to see scores in patient satisfaction, error reporting and patient safety improve; productivity and employee morale increase, with a decrease in costs, turnover rates, and EO/EEO and union complaints. The desired end state is for all stakeholders of Army Medicine to understand and appreciate the value of trust and influence its effects on day-to-day operations. Trust is critical and the Culture of Trust initiative is an enduring organizational change initiative to support Army Medicine well into the 21st Century.

For more information about Culture of Trust, visit [www.armymedicine.army.mil/cot/](http://www.armymedicine.army.mil/cot/).



**ARMY MEDICINE**  
 Serving To Heal...Honored To Serve

## TRUST BEHAVIORS - A.C.T.I.V.E.

**ACCOUNTABILITY** means being honest, taking responsibility for performance and behavior, and be answerable to self and others.

**CONGRUENCY** means when the actions of individuals and organizations are consistent with their philosophy and values. Congruent individuals and organizations are viewed as: practicing what they preach, walking the talk, actions matching words, following through, sincere, or being real.

**TRANSPARENCY** means freely sharing information and removing barriers to open communication, understanding intent, and desired outcomes. Actively working to rid the organization of gossip and the rumor mill.

**INTEGRITY** means doing what is right legally, ethically and morally at all times regardless of whether or not someone is watching and despite the risk or reward.

**VOICE** means it is my obligation to use my voice to defend against injustices, to cause reconsideration of ideas, stimulate thinking and explore innovative ideas.

**ENGAGEMENT** means being actively involved, eager and dedicated to accomplishing the mission. It is when employees are passionate about their work and have a personal and emotional investment in the success of the services or products delivered.

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# Army Nurse Corps celebrates 111th anniversary

By Patricia Deal  
CRDAMC Public Affairs

Nurses at CRDAMC will join Army nurses around the world in celebrating the 111th anniversary of the inception of the Army Nurse Corps Feb. 2.

The Army Nurse Corps has a wonderfully rich history with Army nurses serving in every major conflict that the United States has taken part in and continues to be in. The Army Nurse Corps continued to grow and evolve after World War I, setting the standard for nursing practices worldwide during times of peace and war.

The Corps continues to make history today as Lt. Gen. Patricia Horoho became the first woman and the first Army nurse sworn in as the Army's 43rd Surgeon General in December 2011.

"Nurses have direct impact on the outcome of the health of patients and we're seeing a positive culture change as we practice patient-centered care throughout army medicine," said Col. Patrick Sargent, CRDAMC commander. "Just as their predecessors proved they were up to the challenge, Darnall nurses today demonstrate their ability to provide world-class health care to each patient. They are the best at what they do, epitomizing the Army medicine mantra of "serving to heal, honored to serve."

Almost 300 active duty and reserve Army nurses currently serve in various clinics and departments throughout CRDAMC, and Col. Risa Bator, deputy commander for Nursing and Patient Services, said she is proud to serve with them all.

"Each and every one of them made a conscious choice to care for Soldiers and their families. They are compassionate and dedicated to their patients. Their motivation is not monetary but in the reward of knowing they are doing their part for their country as they care for those wounded and ill Soldiers and their family members," she said.

Why someone chooses nursing as a profession is an individual decision, just as is why they would decide to join the Army.

Captain Jason Montgomery



First Lt. Courtney Salter



Second Lt. Rebecca Collins



Captain Daniel Wall



Second Lt. Robert Wolfskill

But the resounding theme among the Army nurses at Darnall centers around "love caring for patients" and "excited about the Army's approach to nursing services."

Capt. Jason Montgomery, an Intensive Care Unit nurse, was a civilian nurse when his patriotic spirit spurred him to "give back to his country" and he became an Army nurse in 2002. He was one of the first ICU nurses attached to an aviation unit, flying more than 190 MEDEVAC flights downrange to pick up wounded warriors. "There's no greater honor to serve as an Army nurse in a combat zone," he said. "The look of appreciation in the eyes of the Soldiers you're helping is so rewarding."

That patriotic spirit is also what drove Capt. Daniel Wall, a nurse in CRDAMC's

Medical Surgical Department, to leave his civilian nurse career and become an Army nurse. "Nothing is more rewarding than nursing, and nothing gives me more honor than serving Soldiers and their families," he said. "I was prior enlisted, and I'm just a few years from my 20-year (retirement) mark, but I plan on staying an Army nurse as long as I can."

Labor and Delivery Nurse 2nd Lt. Rebecca Collins, checks her patient's reflexes. Collins said she became an Army nurse because "with all that they do, Soldiers and their families deserve the best medical care possible, downrange and on the home-front."



Colonel Brian Kondrat

First Lt. Julie Jeleniewski



Second Lt. Lauren Drewiske



Second Lt. Todd Stetz

## NURSES | CONTINUED

Second Lt. Robert Wolfskill, a nurse in the Mother/Baby unit, was also prior enlisted before deciding to become an Army nurse. "I like nursing, providing hands-on, personalized care to patients. Being an Army nurse, I have the opportunity to experience a wide variety of nursing disciplines," he said.

Wolfskill is currently completing CRDAMC's Clinical Nurse Transition Program, which rotates new nurses through different clinics and units throughout the hospital for their first six months.

The opportunity for different experiences in nursing is also what appealed to 1st Lt. Courtney Salter, a medical surgical nurse in the Pediatric Unit. "I feel I can do such more good for people as a nurse in the Army," she said. "I was prior enlisted and my military experience has given me discipline and commitment. The Army offers me the opportunity to learn and grow as a nurse, allowing me to become the best I can be."

After numerous jobs, including stints in the Army and Air Force, 2nd Lt. Todd Stetz found his niche in Army nursing. "My mom was my biggest influencer. She's been a nurse for more than 30 years, also serving several years in the Air Force. She always thought nursing would be a good fit for me and I absolutely do love it," he said.

"I like the Army Nurse Corps' approach to patient care, and see many positive changes ahead that will allow us to continue to provide world-class healthcare to our patients."

Her mother was also her inspiration in becoming a nurse, 2nd Lt. Lauren Drewiske said, and she thought the Army would be the best place to put her skills to use. "The Army offers training and experiences to its nurses to ensure the highest caliber of professionals," she said. "Lieutenant General (Patricia) Horoho also serves as an inspiration to me, showing that there's no limitations to what an Army nurse can achieve."

The positive changes in the Army Nurse Corps also appealed to 1st Lt. Julie Jeleniewski, behavioral health nurse in the Psychiatric Unit. "I couldn't be happier with my decision to become an Army nurse," she said. "It's incredible how the Nurse Corps has changed. All Army nurses serve selflessly, but the way they were treated in the past compared to today is like day and night. With the direction of the Corps now, I know it's only going to get better."

Col. Brian Kondrat, chief of Nursing Administration, oversees the administrative and career development responsibilities of the nurses at CRDAMC and believes that leadership and mentorship is important in shaping the quality of nurses.

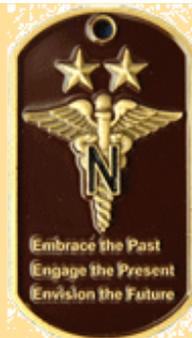
"Nursing runs in my family, but I was an Armor officer for seven years before I became an Army nurse. Yet my career as a nurse might have been short lived, had I not received good mentorship and leadership after my first assignment," he said. "There's so much opportunity in Army nursing, and nurses can have a rewarding career unlike any other. I know that just as I was many years ago, Darnall nurses are passionate and dedicated to providing quality healthcare to their patients. I am now just as committed to helping them meet their personal and professional goals."

For more information on the history of the Army Nurse Corps, visit [www.history.amedd.army.mil/ANCWebsite/anhome.html](http://www.history.amedd.army.mil/ANCWebsite/anhome.html).

## 111th Army Nurse Corps anniversary celebration

CRDAMC will celebrate the 111th Army Nurse Corps anniversary at a cake cutting ceremony Feb. 2 at 11 a.m. in the hospital auditoriums above the Emergency Department.

Nurses will be featuring a 'walking history' of the Army Nurse Corps, as well as special relic uniforms modeled by our nurses that have been reserved from the Army Nurse Corps Museum.



# Patient CaringTouch System improves patient satisfaction

By Patricia Deal,  
CRDAMC Public Affairs

Since implementing a new approach to its system of care last year, CRDAMC nursing professionals boast to having successfully created a positive culture change, resulting in improved patient satisfaction.

The Army rolled out the Patient Caring-Touch System (PCTS) throughout all Army medical treatment facilities in April 2011. The five-element model was developed after a multi-year study which reviewed best practices for health care delivery in the civilian and military sectors, and combined those best-practices to form a patient-driven and family-centered care system.

“Any time you initiate change in an organization, you will meet with some resistance. But the concept has gone over well at Darnall. We’ve had some really positive outcomes—improvements for patients and staff—and only expect more good things to happen,” said James McPherran, CRDAMC nursing supervisor and PCTS ambassador. “With improved working conditions, you have a happier staff. A happier staff means happier patients.”

Changes and policies that have been developed through PCTS have helped improve patient care and reduce wait times, resulting in

an increase in the number of positive Interactive Customer Evaluation (ICE) comments and Army Provider Level Satisfaction Surveys (APLSS) for the hospital.

All clinics and departments have been empowered to bring about positive changes through the shared governance component of PCTS, which establishes formal nursing practice councils at unit, facility, region, and Army Nurse Corps levels. Unit Practice Councils (UPC) consist of elected representatives from within a unit and include all staff from the front desk clerk, staff nurses, to doctors to technicians. All issues that affect a unit’s operations are addressed and shared across the board.

“The best thing about the UPC is that everyone at the unit has a voice in the way they care for patients and how staff is treated,” said McPherran. “UPC meetings are more than gripe fests and comments don’t just get lost in a suggestion box. The council considers all input and keeps the unit and higher levels informed as to what they’re working on.”

Many clinics have already achieved positive outcomes, or “quick-wins”, according to McPherran.

Labor and Delivery’s “quick-win” was implementing a policy to use color-coded triple lumbar tubing to reduce potential for medication submission errors.

“Our patients may receive different medications intravenously (IV), typically magnesium and pitocin, in addition to their main-line fluids. Now that we consistently use a specific color tube to identify the medications, any nurse can check a patient and know at a glance what specific medicine that patient is receiving. It saves time and eliminates any confusion,” said Jennifer Irby, nurse and UPC member.

She added that since instituting this policy, there have been zero medication errors with patients receiving infusions amongst patients utilizing the color coded tubing system.

Bennett Health Clinic’s “quick-win” resulted in an improved check-in process for its patients. The UPC initiated a new procedure that reduces the amount of paper documentation required for each patient at check-in. “It

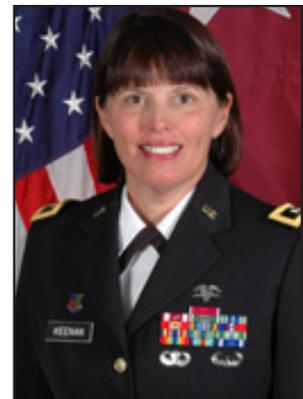
was really a simple change, but really effective. Patients are checked-in quicker and there’s an increase in the face time between patient and provider,” stated Angela Jones, registered nurse at the clinic. “Plus, we have the added benefit of less infection control issues, as there’s less paperwork passed from hand-to-hand.”

Other “quick-wins” recently recorded include providing viable lunch options for Thomas Moore Health Clinic staff and an improved means of internal communications at Troop Medical Clinic 12.

“The wheels are in motion now and that momentum will carry on. Darnall is among the first of the military treatment facilities to successfully complete the implementation phase and move into the sustainment phase,” he said. “We’ve embraced the concept, and have truly succeeded in putting the patient as the ‘center’ of care.”

## Keenan to lead Army Public Health Command

U.S. Army Public  
Health Command  
Public Affairs Office



Maj. Gen. Jimmie O. Keenan assumed command of the U.S. Army Public Health Command during a traditional military ceremony Jan. 27 at the Top of the Bay, Aberdeen Proving Ground—North.

Keenan, an Army nurse, is the first two-star general to head the USAPHC. She said she looks forward to broadening the organization legacy of outstanding service to Soldiers and retirees, their families and Army civilians. She said she was humbled to serve in her new position, and called the command the “bedrock of prevention-based, wellness-focused health care.”

She emphasized that the mission of prevention is key to the future of Army medicine, as well as to the well-being of each individual the USAPHC supports.

For Keenan’s full biography visit [www.phc.amedd.army.mil/Pages/default.aspx](http://www.phc.amedd.army.mil/Pages/default.aspx).



Teisha Williams, Labor and Delivery nurse at CRDAMC, attaches a color coded triple IV port system which helps reduce medication submission errors for patients. The policy to standardize the use of the color tubing is one example of patient care improvements resulting from the new Patient CaringTouch System implemented at Darnall.



## Customer Service Spotlight

Customer Service Spotlight features staff members who have received positive comments (via ICE/Strive for Five comment cards/APLSS) for going above and beyond to provide excellent care and concern.

### Resilience Restoration (R&R) Center

Jan. 11: Dr. Richardson, who is with 1st Cavalry Mental Health, is a godsend to me. He diagnosed and helped me so much with my PTSD, I still have a lot of work ahead of me. However with his help I have achieved some sense of serenity, I have been able to better control my anger and my anxiety as well as my constant alertness. His work with me has definitely increased my quality of life. His job and work should be commended.

### Department of Social Work

Jan. 11: I see Barbara Bender at least three times a month and every time she has provided excellent support, advice, suggestions and feedback. I have PTSD and if I had not had the help given by Barbara Bender I would have been a lost cause by now. I was convinced that I was a lost cause, but now I have hope and confidence that with treatment I can achieve a good measure of normalcy. She is always going above and beyond for not just me but all of her patients, with an over booked case load does an incredible outstanding job and does it without even breaking a sweat.

### Orthopedics and Rehab

Jan. 11: Much like all the other previous appointments with Dr. Graves, I always leave with a good feeling. Dr. Graves and his team have always been pleasant and helpful. Their sincere concern for the patient is evident with me. Please let him and his team know that the great job they're doing has not gone unnoticed.

### 3 South (Medical/Surgical Ward)

Jan. 11: Awesome team of people you have, starting at reception on ER to nurses, doctors, aids, techs, all very professional and caring. Best care I had.

### Nutrition Care Division

Jan. 11: The sandwich man that makes the wraps and sandwiches to order is fantastic. He has never made me a bad meal. He must make them with love or passion. They are all wonderful. We need more dedicated people like him. Thank him for all he does. I've overheard people say "Everyone loves his creations!"

### Harker Heights Community Medical Home

Jan. 10: Five Stars!! Ms. Dukes is very professional and goes beyond the call of duty. I felt comfortable with her unlike other PCMs I've had in the past. Thanks You!

### Radiology

Jan. 10: I would like to comment on Ms. Stacy Sooter. She provided excellent service for my daughter. We had to wait for a while for the next X-Ray needed, but she made sure that not only

my daughter was comfortable but also was concerned for me. She talked to us and made pleasant conversation which helped my daughter not concentrate on the pain and discomfort. She represents Compassionate, World Healthcare-One Patient at a time. Thank you Ms. Sooter.

### General Surgery/Urology Clinic

Jan. 10: I would like to comment on 2nd Lt. Amber Johnson from General Surgery. The motto "Compassionate, World Class Health Care-One Patient At A Time" is just a small fraction of words to describe her. My daughter was a patient for several days and we were truly blessed to have her in charge of my daughters care. She was the most hardworking person from all the staff that attended her. She was aware of everything that she needed and did not hesitate to provide the best care possible. Not only did she care for my daughter but she showed concern for my well being also. She is one of the most outstanding people in the United States Army. Please give her the recognition she deserves. I would like to say that the rest of the care my daughter received was good. 2nd Lt. Johnson went beyond her call of duty as a competent, professional, and caring human being.

### Resilience and Restoration Behavioral Health

Jan. 9: Ms. Olga Battle was incredibly helpful and went out of her way to ensure I received prompt and comprehensive assistance in acquiring medication. When other facilities and people gave me the "run-around", Ms. Battle and the Behavioral Health Annex 3BCT (EBH) was very friendly, knowledgeable, and pointed me in the right direction for success towards my treatment, and getting a refill of my important medication.

### Dermatology/Neurology

Jan. 6: Dr. Kelly was is so nice and extremely helpful! I had a really bad derm issue that I was dealing with, and he listened to what I had say and let me explain how long I had been dealing with the problem. He never cut me off or made me feel like I didn't know what I was talking about. He asked me all the things I had tried before and had a real interest in my problem. The treatment plan that he gave me solved my problem with in two days! My skin looks beautiful now and I don't have to hide anything or cover up anymore! Thank you Dr. Kelly!

### Russell Collier Health Clinic

Jan. 5: Care and service at this clinic was outstanding and it started as I entered the doors. I was greeting and helped by Nicole Simon. She was very helpful and went above and beyond to service me. She ensured that I knew where to go and how to utilize the clinic. This was the 1st time I had ever been to that Clinic and I am so, so thankful to Nicole Simon because she made my experience a great one!!!!