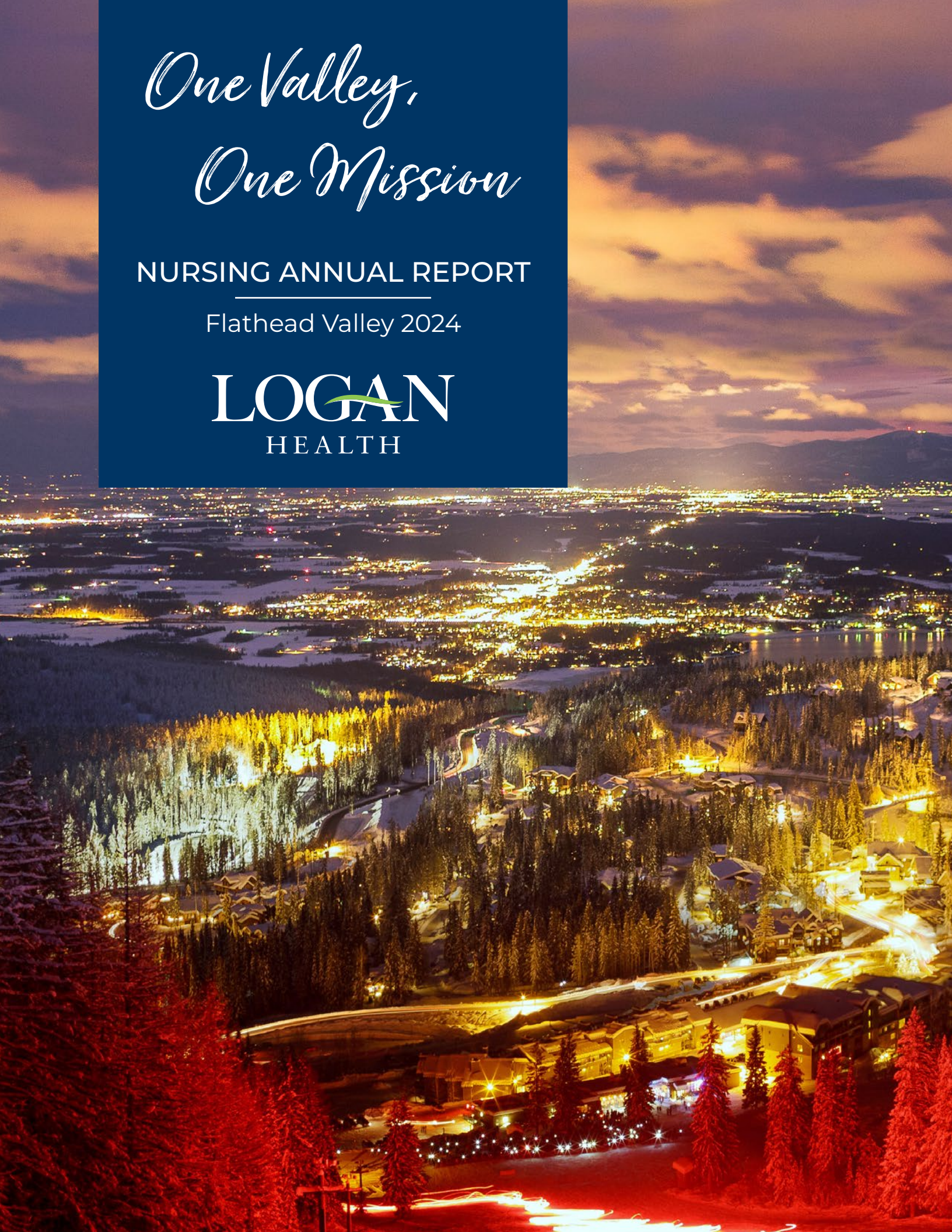


One Valley, One Mission

NURSING ANNUAL REPORT

Flathead Valley 2024

LOGAN
HEALTH





Our Vision: *Reimagine health care through connection, service and innovation.*

Patients & Families	Provide safe, high-quality care.	<p>"Provide me world-class care and service." "Be my health system of choice."</p>
Our People		<p>We will exceed expectations through service excellence. We will foster a shared culture. We will develop, invest in and unify a highly-skilled workforce.</p>
Process		<p><i>Innovation & Growth</i> Maximize strengths and capabilities to transform care delivery. Create a seamless patient and family experience.</p>
Financial		<p>Achieve mission-advancing financial performance.</p>

Our Values:

Be Kind

Work Together

Trust and Be Trusted

Strive for Excellence

Our Mission: *Quality, compassionate care for all.*



CNA Class January 2025

The Flathead Valley is home to
1,590 Logan Health nurse
professionals with
ONE purpose:
To provide exceptional person-centered
care to our community.

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A message from your **CHIEF NURSING OFFICER**

As I reflect on 2024, I am incredibly proud of the dedication, innovation, and leadership demonstrated by our nursing teams across the valley. This past year has been one of remarkable growth and collaboration, as we have worked together to strengthen our nursing community and enhance the care we provide to our patients.

Among our key accomplishments, we launched valley-wide monthly nursing leadership meetings, created a shared nursing mission statement, and developed a strategic plan to guide us into 2025. Communication has been a priority, with the introduction of “All Nursing” meetings to ensure that every nurse feels informed and heard. Our commitment to shared governance has grown with increased Unit-Based Councils, and we have implemented programs like the Weekend Work Program in Whitefish and the Summer Pick-Up Passport to support our teams.

We have also made significant strides in workforce stability, improving CNA ratios, decreasing RN turnover and traveler reliance, expanding our float pool, and enhancing our onboarding experience. In addition, we expanded our inpatient units by 25 beds and implemented key initiatives like bedside shift reports to improve patient care and team collaboration. Our focus on quality improvement has yielded meaningful results, with targeted strategies reducing patient falls, CLABSI rates, and improving outcomes through ERAS and SSI initiatives.

In this year’s annual report, you’ll find highlights on our nursing mission and strategic plan, as well as insights into our commitment to a just culture through the Great Catch Program. We also showcase our quality initiatives, PCU expansion, and efforts to enhance the patient experience. Our focus on education, community and school-based health, and nursing governance reflects our commitment to professional growth and community well-being. Lastly, we celebrate the incredible achievements and awards that recognize the hard work of our nurses.

Thank you for your dedication to excellence in nursing. I am honored to work alongside such an outstanding team, and I look forward to all we will accomplish together in the year ahead.

Amy Vanterpool
VP Chief Nursing Officer

Our nursing MISSION STATEMENT

At Logan Health, our mission is quality, compassionate care for all. This simple, yet powerful statement aligns every employee behind the same purpose.

As nurses, we wanted to further define our role in supporting the organization's collective mission. A few months ago, a diverse group of nurses — comprising both leadership and bedside staff, from inpatient and ambulatory settings — came together to draft three potential nursing mission statements. These statements were then shared with our entire nursing community, who were invited to vote for the new Logan Health Nursing Mission Statement. A total of 259 individuals participated in the voting process, and while all three statements received significant support, one emerged as the clear favorite.

We are pleased to announce that the new Nursing Mission Statement is:

“We, as nurses, commit to providing exceptional person-centered care that upholds dignity and fosters trust within our community. We strive to humanize health care through compassion, advocacy, innovation, and education for every individual we serve.”

As we embrace our Nursing Mission Statement, it will guide our everyday actions —shaping the way we build our knowledge, train our colleagues and students, and care for our community.

We are excited to grow, work, and care for our community together as we live out this mission every day.



Nurses across the valley proudly display their new tote bags with our nursing mission printed on them.

Our journey toward person-centered care began over two decades ago when Logan Health – Whitefish (LHW) affiliated with Planetree International in 2002. Planetree, known for humanizing health care, aligns with what we as nurses do every day—balancing clinical excellence with compassion and connection. Through this model, we empower patients and families by involving them as true partners in care.

Growing the Planetree Mission in 2024

In summer 2024, Logan Health Medical Center (LHMC) and its clinics initiated their Planetree partnership by gathering feedback from over 215 voices—patients, families, volunteers and staff. That feedback guided the launch of a tailored, evidence-based person-centered care (PCC) program designed to elevate the care experience for patients, caregivers and staff.

Core PCC Initiatives Led by and for Nurses

Leadership, Engagement and Nurse Well-Being

- A Planetree Program Manager was appointed at LHMC, drawing on best practices from LHW's successful implementation. One of the early actions was introducing the "About Me" employee form in Workday—an important tool designed by LHW to *support personalized recognition and team connection*.
- The LHMC PCC Steering Committee was established to guide initiatives like Person-Centered Care Week—a tradition that began with Planetree International and has been celebrated by LHW for many years—and the *Everyday Actions project, which highlights core values in daily practice*.
- Our Wellness Committee, developed in partnership with HR, and the new Lavender Response Team, *provide crucial mental and emotional support to staff*—because when we care for ourselves, we care better for others.

Recognition and Professional Growth

- Nurses know the power of being seen and valued. In 2024, LHW celebrated:
 - Brandie Snider, Caregiver of the Year
 - Christine Hansen, Jake Heckathorn Spirit of Community Award
 - Dr. Elizabeth White, Provider Champion
- LHW continued their Monthly Care Champion program, *recognizing nurses and staff nominated by peers and patients*—a reminder that every shift can make a difference.
- To further develop our practice, *several team members attended the 2024 Planetree International Forum*, where Executive Chef Andrea Beachner highlighted how nutrition and care intersect in her presentation on the Mediterranean Diet.

Enhancing Policies and the Patient Experience

- Visitation Policy (A406) is being updated to *allow 24/7 family presence*—especially during critical moments.
- The LHMC Patient Family Advisory Council is undergoing restructuring for *better collaboration*, while LHW is launching its own Patient Advisory Council.
- A new Care Partner Program will formally recognize key support people in the patient's journey—*improving communication and trust*.

Training and Culture Shift

- Leadership training led by Planetree advisors is *reinforcing culture-driven care* among nurse leaders and interdisciplinary teams.
- A full rollout of *PCC education at LHMC* begins June 2025, with a goal of reaching 2,000 employees by year-end. PCC will also become part of new nurse onboarding.

Providing care that is respectful of, and responsive to individual patient and staff preferences, needs, and values.





- The Healing Design and Aesthetics Committee is *redesigning waiting areas to be more welcoming*.
- A partnership with our Health Equity Coordinator will *bring an age-friendly initiative to life*.
- At LHW, the Planetree Steering Committee also developed a PCC discussion toolkit to *support meaningful team huddles and staff meeting conversations*.

Reinforcing Connection and Compassion

Nurses understand the importance of emotional connection. That's why:

- The Story-Keeper team launched "Feel Good Friday" emails, *spreading patient gratitude* and real reminders of why we do what we do.
- The Rejuvenating Staff team organized September 2024 *retreats centered around Connection, Renewal and Rejuvenation*, offering space for reflection, team-building and self-care—all essential to fighting burnout and renewing our purpose.

Comfort, Sustainability and Holistic Care

- The Healing and Sustainable Environment Committee (HSEC) partnered with LHW Shared Leadership to create bereavement cloth bags for families—*small acts of compassion with lasting impact*.
- A privacy wall is in the works for the shared waiting area of LHW Birth Center and Same Day Surgery, *providing patients with greater dignity*.
- Our Aromatherapy program, pioneered at LHW over a decade ago, is now expanding throughout LHMC. Nurses are using scent as a *therapeutic intervention to ease pain, stress and nausea*.
- *Memento Boxes and Bereavement Bags*, piloted in ICU and Progressive Care, will now be available across all units.

What's Next for Nurses at Logan Health

As we continue this journey with Planetree, our nursing teams remain at the forefront. From policy to practice, from self-care to patient care—we are leading the charge toward a more compassionate, equitable, and personalized health care system.

Nurses Leading Safety with the

GREAT CATCH & GREAT SAVE PROGRAM

As nurses, we're often the last line of defense—the ones who catch something just in time, speak up, ask the right question, or take the extra step that prevents harm. That's exactly what the Great Catch & Great Save Program, launched in June 2024, is all about.

This initiative, a collaboration between the Quality Departments at Logan Health Medical Center (LHMC) and Logan Health – Whitefish (LHW) and the Compliance & Privacy team, strengthens our safety culture by encouraging near-miss reporting and recognizing the everyday heroes on our teams who speak up to protect our patients.

Creating a Safe Space to Report and Learn

Let's be real: errors and close calls happen. Whether it's a system issue, a communication breakdown, or just human error—we've all been there. What matters is what we do next. The Great Catch & Great Save Program promotes a non-punitive approach, giving us the freedom to report near misses without fear of blame. When we share what almost went wrong, we help prevent it from happening again.

By capturing and analyzing near-miss events, we can:

- Identify breakdowns in documentation, communication, or workflow
- Mitigate risks before harm occurs
- Launch improvement efforts in high-risk areas
- Elevate the voice of bedside clinicians in system-wide safety efforts

Since the program launched, 72 of the 317 incidents reported through Safety Zone were flagged as Great Catches—a huge step forward, considering near-miss reporting was previously uncommon.

The data is already giving us insight into where we need to focus:

- Documentation errors
- Communication failures
- Delays in care
- Missed or delayed diagnoses
- Order entry or transcription errors

These trends help direct safety projects to the areas that matter most to patient outcomes—and to nursing workflow.

Recognizing Those Who Speak Up

Every quarter, we recognize individuals or teams who go above and beyond in protecting patient safety. The Great Catch Award is given to staff, providers, or volunteers who demonstrate courage and leadership in identifying risk.

More importantly, these stories become part of our shared learning culture—reinforcing that speaking up isn't just supported, it's celebrated.

By fostering early error detection, team accountability, and open reporting, we're strengthening our culture of safety—and reinforcing our commitment to the high-quality, person-centered care our patients and communities deserve.



*Tyla Kauffman,
Great Catch winner*



*Christina Peterson,
Great Catch winner*



*Karie Dehan,
Great Catch winner*

GREAT CATCH GREAT SAVE



winner

Tyla Kauffman saw two total joints scheduled within 15 minutes of each other. She brought this to the OR's attention and they were able to call the patient to tell them to come later, saving the patient up to two hours waiting time.

winner

Outpatient provider wrote an order for two antibiotics with midline placement. It was noted by Karie Dehan, RN, that one of the two antibiotics needed to be a central line due to its caustic nature.

winner

Christina Peterson caught an overdose for one of her pediatric patients. She contacted pharmacy to discuss the error. It was determined that the medication was in fact overdosed and was corrected. Christina did a great job verifying her medications prior to administering and prevented a potentially harmful event from reaching a patient.

winner

Jami Ekern and James Wardensky of Behavioral Health were awarded a Great Save for exceptional care with a patient attempting to harm themselves.

LHW Great Catches	NOV 24	DEC 24
Order error	2	3
Communication error	0	1
Med error/wrong dose	4	2
Falls event	1	1
Documentation error	1	5
Process error	2	2
Patient transfer/transition	1	0
Wrong procedure/test	0	1
Equipment error	1	0
Scheduling	0	1
Other	1	1
TOTAL	13	17

LHMC Great Catches	NOV 24	DEC 24
Medication error	7	10
Adverse reaction/allergic reaction	1	1
Process error/event	4	5
Laboratory error/event	8	2
Code Red fire event	1	0
Falls event	1	0
Patient safety/conduct event	1	3
TOTAL	23	21

Nursing's Commitment to QUALITY AND PATIENT SAFETY

At Logan Health, quality isn't just a goal—it's how we work. As nurses, we see firsthand how high standards, clear communication, and attention to detail can be the difference between a good shift and a great outcome. From bedside to boardroom, quality is woven into everything we do, and nursing leadership has made it a top priority to ensure it shows up in every aspect of care delivery.

Building a Culture of Safety—One Report, One Voice at a Time

We know that health care is complex, and despite our best efforts, errors can still happen. That's why Logan Health embraces a Just Culture—where staff are supported when speaking up, and where reporting errors or near misses leads to learning, not punishment.

This culture encourages us to be honest, proactive, and reflective, ensuring that when something does go wrong, we learn from it as a team. By refining policies and standardizing workflows, we work together to identify risks before they lead to harm—keeping our patients safer and our care stronger.

Policy Standardization: Bringing Consistency to Care

In 2024, Logan Health doubled down on its commitment to safety and compliance by completing a system-wide policy review, bringing all Critical Access Hospitals (CAHs) and Logan Health Medical Center (LHMC) into alignment.

Regular policy reviews, documentation audits, and quality assessments are now part of our rhythm—making it easier to do the right thing, every time.

This review:

- Ensures every nurse, in every facility, is working under the same evidence-based guidelines
- Meets Critical Access Hospital (CAH) and Medicare Conditions of Participation (CoPs) standards
- Helps create a smoother, more consistent patient and staff experience

Nurses Driving Quality from the Frontlines

The best improvement ideas often come from the people doing the work. That's why Logan Health's Quality Departments are focused on empowering staff-led performance improvement.

Whether it's reducing falls on your unit, improving handoff communication, or updating workflows to support safer medication administration—your insight matters. Nurses are encouraged to take ownership of quality projects, knowing that:

- Your voice drives change
- Your efforts are recognized and celebrated
- Your commitment contributes directly to safer, more effective care

Quality Is Nursing Work

Every assessment, every care plan, every interaction is an opportunity to improve outcomes and prevent harm. Whether you're a new grad or a veteran charge nurse, your daily decisions are at the heart of Logan Health's objective: to deliver safe, high-quality care, every time.

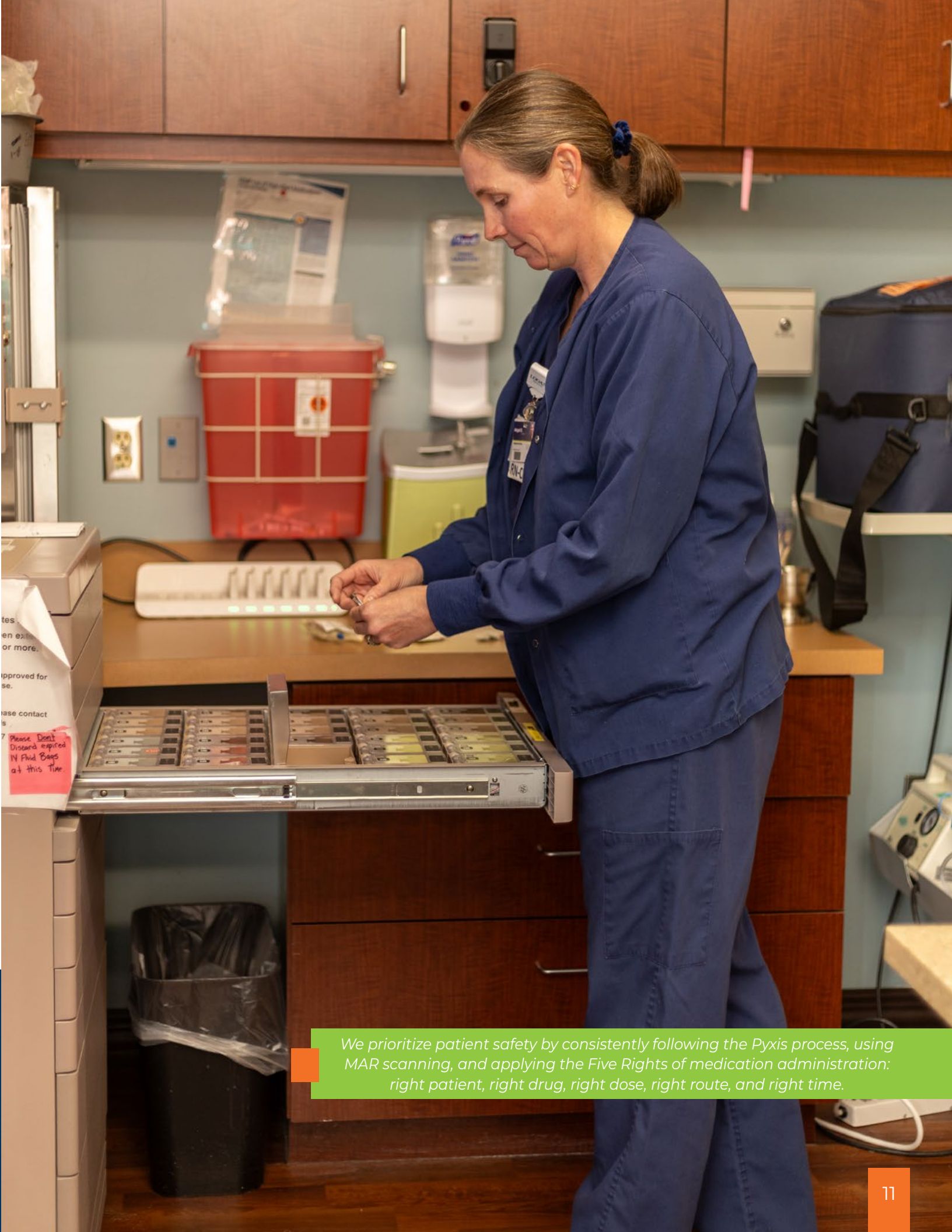


Our quality teams would love to hear about all and support the great work you are already doing and help find a way to capture it.

By sharing what's working—and what isn't—we help shape a system that works better for everyone, especially our patients.

Executive Director – LHMC Quality
Mary Jane Lowrance, MSN, MBA, RN
(406) 758-1454 | mlowrance@logan.org

Executive Director – LHW Quality
Nancy Henriksson, BSN, RN
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We prioritize patient safety by consistently following the Pyxis process, using MAR scanning, and applying the Five Rights of medication administration: right patient, right drug, right dose, right route, and right time.

PATIENT EXPERIENCE:

A Year of Success at Logan Health

It's not just what we do—but how we make people feel—that leaves a lasting impact. And in 2024, that impact was felt across Logan Health. Thanks to the hard work, compassion and attention to detail of staff at every level, our patients are seeing—and feeling—the difference.

Patient Experience on the Rise at Logan Health Medical Center (LHMC)

At LHMC, we measure eight key HCAHPS domains that reflect what matters most to our patients—like cleanliness, staff responsiveness, quiet rest, nurse communication and more.

In 2024:

- Cleanliness, responsiveness, and restfulness showed significant improvements from Q1 to Q4.
- Nurse communication and care transitions steadily improved, reflecting the critical role we play in educating and guiding patients.
- By Q4, seven of eight domains were at or within three points of the NRC average.

This shows us one thing clearly: nurses are driving change, one interaction at a time.

LHMC Second Surgical: A Breakout Year

A huge shoutout to our colleagues in Second Surgical, who had a phenomenal 2024. In Q3 alone, they exceeded the NRC national average in seven out of eight HCAHPS domains.

Their teamwork, patient focus, and consistency made a measurable difference. It's a reminder that when we work in sync and prioritize the patient's experience, excellence follows.

Sustained Excellence at Logan Health – Whitefish

At LHW, nurses and staff continued to set the bar for outstanding care:

- All four quarters in 2024 saw above-average scores, with three domains exceeding the NRC average by 10+ points.
- Staff responsiveness was nearly 20 points higher than the national benchmark—proof of the value patients place on feeling heard and supported.



And there's more to celebrate:

- In July 2024, LHW earned a 5-Star CMS Overall Rating and a 5-Star Patient Experience Rating—for the second year in a row.
- The "Would Recommend" score hit 88.4%, placing LHW in the 95th percentile nationally.

This kind of recognition doesn't happen by chance—it's the result of nurses showing up with purpose, day after day.

Turning Patient Feedback into Action

Every comment matters. Every patient voice is heard.

Logan Health uses HCAHPS survey results and patient feedback to guide quality improvement across departments:

- Feedback is shared regularly in staff meetings, provider huddles and improvement committees.
- Concerns are escalated through Safety Zone when needed, ensuring timely response, follow-up and staff education.
- Even the Governing Board stays engaged, reviewing dashboards and data to keep patient experience front and center.

As nurses, this system supports our efforts to advocate, adjust and improve. We are part of a feedback loop that works.

Celebrating What We've Built—And What's Ahead

The progress we saw in 2024 is a direct result of your hard work, your patient advocacy, and your commitment to doing the right thing, even when it's hard. Whether you work at the bedside, in leadership, or behind the scenes—you helped build this success.

PATIENT SATISFACTION:

HCAHPS Survey Scores

Logan Health Whitefish	2024 SCORES		Logan Health Medical Center
 80%	COMPOSITE National 95th Percentile: 86%	69%	
 87%	How often did NURSES communicate well with patients? National 95th Percentile: 92%	79%	
 88%	How often did DOCTORS communicate well with patients? National 95th Percentile: 92%	80%	
 82%	How often did patients receive HELP quickly from hospital staff? National 95th Percentile: 88%	60%	
 70%	How often did staff explain about MEDICINES before giving them to patients? National 95th Percentile: 79%	58%	
 82%	How often were the patients rooms and bathrooms kept CLEAN? National 95th Percentile: 90%	68%	
 70%	How often was the area around patients rooms kept QUIET at night? National 95th Percentile: 83%	53%	
 93%	Were patients given information about what to do during their recovery at HOME? National 95th Percentile: 93%	90%	
 85%	How do patients rate the hospital OVERALL? National 95th Percentile: 89%	71%	
 88%	Would patients RECOMMEND the hospital to family and friends? National 95th Percentile: 89%	68%	
 62%	Care TRANSITION National 95th Percentile: 67%	53%	

Advancing Nursing Practice Through **CONTINUED EDUCATION**

In today's rapidly evolving health care environment, ongoing education is not just a professional responsibility—it's a vital part of safe, high-quality patient care. As nurses, our knowledge, critical thinking, and clinical skills must continuously grow to meet the changing needs of our patients, incorporate evidence-based practices, and respond to complex care challenges. Advanced education empowers us to stay current, confident, and capable in every setting—from the bedside to the boardroom.

Logan Health offers continuing education in a variety of methods to enhance professional development and improve patient outcomes. Priorities include competency, high-risk/low-frequency events and procedures, and department-specific educational needs.

By investing in lifelong learning, we're not only strengthening our practice—we're raising the standard of care for every person we serve.

2024 VALLEY EDUCATION STATS

718.5

CNE Credits issued
by Logan Health

459

students and
residents placed by
Student Affiliations

293

new preceptors
trained

67

CNA students
trained

254,773

Lippincott
Solutions
page views

325

AHA community
instructors
supported by
our AHA Training
Center

35

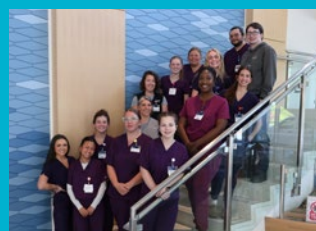
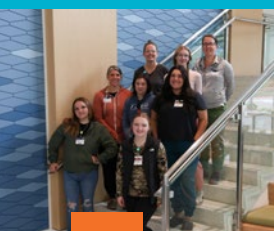
RMA students
trained

55

new RN residents



– 2024 CNA AND RMA STUDENTS –





– 2024 RESIDENCY PROGRAM COHORTS –

Philanthropy Fuels Nursing Advancement

In 2024, the DeBartolo Family generously donated \$100,000 to establish the DeBartolo Clinical Education Fund to support the professional development of Logan Health's clinical staff. The application and selection process was made available to system employees in March 2024. As of now, 41 Logan Health clinical employees have received professional development and skills enhancement through this initiative. Of these, 26 have attended professional conferences, and 15 have participated in asynchronous online learning activities.

Notable conferences attended by recipients include:

- 15th Interventional Endoscopy Course for GI Nurses and Technicians
- Nurse Aide Educator Conference
- International Simulation Conferences
- Air Medical Transport Conference
- Advanced Ultrasound Techniques Conference
- Oncology-related Conferences

Thanks to the extraordinary generosity of the DeBartolo family, this fund fuels ongoing learning and development, keeping our team at the leading edge of innovation and care. Philanthropy is essential to advancing health care excellence, strengthening Logan Health's role as a leader in patient care.

Nurse Residency Program

Logan Health's PTAP accredited New Graduate RN Residency Program offers a 12-month comprehensive, patient-facing orientation under the guidance of experienced preceptors, in addition to technical and professional development opportunities. This program is designed to facilitate a smooth transition from academic training to the dynamic and fast-paced environment of professional nursing care.

In response to the evolving needs of health care, Education Services has expanded the residency program to include Licensed Practical Nurses (LPNs).

Preceptor Program

Preceptors play a critical role in the success of new hire orientation and onboarding processes. Their guidance and mentorship ensure that new employees receive the high-quality experience they expect. Furthermore, preceptors are deeply committed to enhancing the student experience across the Logan Health system.

Skills Day

Education services customizes unit-specific skills days to address the unique learning needs of staff. Key factors influencing these decisions include new policies, procedures, input from unit-based councils, and feedback derived from SafetyZone reports. Each skills day is tailored to ensure a distinct and engaging learning experience. These sessions incorporate both written and hands-on stations, aligning with adult learning principles. We prioritize the use of high- and low-fidelity simulators, providing staff with the opportunity to learn and practice in a safe and controlled environment. In 2024, education services celebrated 930 attendees to skills days throughout the year.

Workforce Development

Logan Health's Workforce Development Program continued to grow in 2024, adapting to meet the evolving demands of the health care system.

In the Flathead Valley, the program successfully trained 35 new Registered Medical Assistants (RMAs) and 67 new Certified Nursing Assistants (CNAs). Each participant completed comprehensive training and passed accredited written and skills assessments before transitioning into their clinical roles.

To meet the increasing complexity of acute care, the CNA training program was expanded in 2024. In collaboration with key stakeholders, an additional week of didactic instruction, skills lab, and clinical training was added to strengthen preparation and elevate clinical competency.

Advancing Community Health Through

CONNECTION AND COMPASSION

At Logan Health, community benefit is more than an initiative—it is a long-standing responsibility to support the people of the Flathead Valley. In both Kalispell and Whitefish, nursing teams are leading efforts that improve access to care, strengthen mental health awareness, and reduce opioid-related harm through practical, community-focused programs.

A key example is Logan Health's School-Based Mobile Unit, which delivers primary care and mental health services directly to students in rural and underserved areas across northwest Montana. The mobile unit provides wellness exams, treatment for acute conditions, chronic disease management, and behavioral health support—all on school grounds. This approach helps reduce class absences, eliminates travel burdens for families and improves continuity of care for those who might otherwise fall through the cracks.

This consistent presence in schools has also strengthened mental health outreach efforts, particularly through the Let's Talk About It campaign. Montana has one of the highest youth suicide rates in the nation—more than double the national average. In response, Logan Health has collaborated with local schools to host “Let's Talk About It” nights at athletic events throughout the Flathead Valley. These events encourage open conversation about mental health, aiming to reduce stigma and connect students, families and educators with available resources. Nursing staff have played a visible and active role at these events, offering information and support in a familiar, accessible environment.

In addition to school-based programs, Logan Health continues expanding its Opioid Stewardship Program (OSP)—a systemwide effort to reduce opioid-related risks through education, access, and improved prescribing practices. The program's goals include harm reduction, establishing a sustainable naloxone distribution process, tracking prescribing data and promoting safer alternatives to opioid use.

A key component of the OSP is the Naloxone (Narcan) Distribution Program, which began in Eureka and is expanding to Columbia Falls and other Logan Health clinics. Naloxone, a medication that reverses opioid overdoses, is distributed through a train-the-trainer model, allowing clinic staff to educate and supply kits to patients, families, and community members. The program uses naloxone kits from the Montana Department of Public Health and Human Services and follows a policy reviewed by Logan Health's leadership and legal team.

Alongside naloxone distribution, clinics promote safe disposal methods, support co-prescribing guidelines in emergency departments, and educate patients about non-opioid pain management options. These efforts help prevent overdose, raise awareness, and improve safety for patients across the region.

From delivering health care at rural schools to distributing life-saving medications in small towns, Logan Health's nursing teams are central to these efforts. Each initiative—whether addressing mental health, access to care, or substance use—reflects a shared mission to build healthier communities through connection, compassion and action.



Elevating the Voice of Nursing:

LHMC SHARED GOVERNANCE

At Logan Health Medical Center, we proudly support the Counselor Model of shared governance—a widely recognized structure that empowers professional practice through collaborative decision-making. This model strengthens nursing leadership by ensuring that the voices of frontline staff are heard and integrated into decisions that impact care delivery, professional development and the work environment.

Our Governance Structure

INTERDISCIPLINARY HOUSE COUNCIL

At the core of our governance structure is the Interdisciplinary House Council, comprised of chairs from all central (House) councils and representatives from each Unit-Based Council. This council ensures alignment across the system by maintaining and reviewing council by-laws and charters, developing standardized templates, and guiding agenda placement for specific issues. It also receives and disseminates updates from House and Unit Councils to foster transparency and communication.

HOUSE COUNCILS

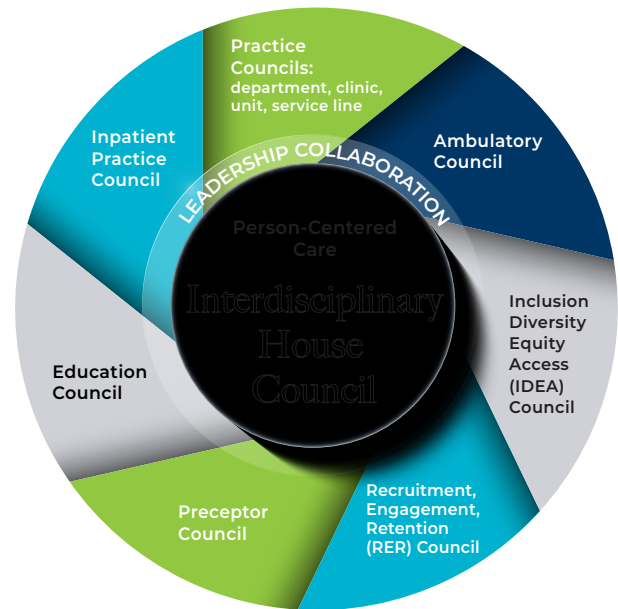
House Councils focus on organization-wide priorities and are adapted as our system evolves. Current councils include:

- Inpatient Practice
- Ambulatory Care
- Inclusion, Diversity, Equity, and Access (IDEA)
- Recruitment, Engagement & Retention (RER)
- Education
- Preceptor Council

UNIT PRACTICE COUNCILS

Also known as Unit-Based, Unit/Department Service, or Partnership Councils, Unit Practice Councils are primarily composed of point-of-care staff. These councils focus on:

- Clinical practice and service improvements
- Work environment and culture
- Performance improvement
- Staff education and professional growth



Each council reflects the unique needs of its area—whether inpatient, outpatient, procedural or interprofessional—giving frontline team members a meaningful role in shaping their work environments.

Council Growth and Momentum

We began 2024 with approximately 19 active councils and concluded the year with many more thanks to system-wide engagement and renewed interest in shared decision-making.

Several departments also revitalized existing councils to strengthen collaboration and local governance.

NEW COUNCILS ADDED IN 2025 (TO DATE):

- Pharmacy Council
- Ambulatory Surgical Center Council
- Cardiac Cath Lab Council
- Interventional Radiology Council
- Pain Clinic Council
- Urology Procedures Council
- Preceptor Council

Through shared governance, Logan Health nurses continue to lead improvements in practice, build inclusive partnerships, and foster a culture of empowerment and accountability.

LHMC HOUSE COUNCIL INITIATIVES

(not all inclusive)

AMBULATORY COUNCIL

The Ambulatory Council, representing Women's Health, Infusion, Primary Care, Virtual Health and Specialty Care, partnered with Laboratory and Infection Prevention in 2024 to reduce urinalysis contamination rates. The Council evaluated practices across departments and led improvements in four areas: (1) Reducing unnecessary urine cultures by standardizing collection processes and educating staff; (2) Creating a "Clean Catch Urine Sample Guide" to ensure consistent patient education; (3) Reviewing urine sample collection, ordering, documentation, and education procedures; and (4) Supporting the "What is Quality & Why Does It Matter" campaign to reinforce the importance of best practices in ambulatory care.

IDEA COUNCIL

In 2024, the IDEA (Inclusion, Diversity, Equity, and Access) Council made key recommendations to support a more inclusive environment for staff and patients. Highlights include updating the dress code policy to allow more self-expression while maintaining professionalism, and reviewing Quarter 4 required education to ensure alignment with organizational values. The Council also held discussions on important employee-related topics, including support for unhoused staff, improving exit and stay interviews, and addressing language barriers in the workplace. These efforts reflect the Council's commitment to fostering equity, enhancing communication, and supporting the well-being of all team members.

INPATIENT COUNCIL

In late 2023, the Inpatient Practice Council focused on improving patient experience and communication. Key initiatives included implementing Bedside Shift Report, enhancing whiteboards, and creating a Patient Guide. Bedside Shift Report centers patients in care transitions, allowing them to hear updates, meet new nurses, and confirm details. Whiteboards were updated to display care team names, safety precautions, discharge plans, and now include a QR code for menus. The Patient Guide offers an overview of care, discharge tips, a place for questions, and staff recognition. Together, these tools aim to improve communication, engagement, and patient satisfaction.

RER COUNCIL

The Recruitment, Engagement, and Retention (RER) Council meets monthly to review progress on projects that enhance staff experience at LHMC. Current initiatives include the Policy Refresher Project, Caught You Caring Parking Spot Lottery, award winner photo displays, a Leadership Toolkit, and milestone anniversary cards signed by executive leadership. The council also promotes and selects recipients for the DAISY, Sunshine, and Team Member of the Month awards. As a multidisciplinary team, the RER Council collaborates to improve recruitment, engagement, and retention through innovative, staff-centered strategies that recognize contributions and foster a more supportive work environment.

LHMC UNIT PRACTICE COUNCIL INITIATIVES

(additional Unit Practice Council initiatives can be found on the following pages)

LAB SERVICES COUNCIL

The Laboratory Services Council is tackling specimen mislabeling through improved signage and a renewed focus on preserving original patient identifiers. To further support education, the team developed a Lab 101 HealthStream module covering order of draw, labeling, and test catalog use. This module will be assigned to individuals or departments following mislabeling incidents. To enhance interdisciplinary collaboration, the council is launching a quarterly job shadowing program between lab and nursing staff. Tailored to each department's needs, the program aims to build mutual understanding, improve communication, and strengthen teamwork—ultimately promoting safer, more efficient patient care across the organization.

ACUTE CARE THERAPIES COUNCIL

The council has made significant strides in improving patient care coordination and clinical efficiency. The Inpatient Rehabilitation (IPR) team was successfully integrated into the acute care team, enhancing collaboration across disciplines. Office spaces were relocated from the third floor to the IPR gym to better align with patient needs and workflow. With Foundation support, three Sara Stedy devices were purchased to promote safe patient mobility. Patient education on least restrictive movement and residual limb care was revised for better outcomes. Enhancements in Meditech now allow more accurate tracking of trauma patients' weight-bearing status. A new FEES room near OR North was established to improve swallowing assessments. Department-wide PT/OT quick reference materials were updated, and documentation of oral care by OT and SLP was improved.

NURSING INFORMATICS COUNCIL

In 2025, multidisciplinary collaboration—including nursing, physicians, pharmacy, education—with IT was key to driving impactful system improvements that enhance patient care and safety. Two major projects reflected this teamwork: the creation of documentation and protocols for managing patients with insulin pumps, and the development of the Human Trafficking Red Dot policy. The insulin pump project united clinical and IT teams to create effective, user-friendly workflows that improved diabetes care. Similarly, the Red Dot initiative integrated clinical insight and IT solutions to better identify and support victims of human trafficking.

HOUSE SUPERVISOR COUNCIL

The House Supervisor and Transfer Center orientation checklist has been updated to support more consistent onboarding. In partnership with the OR, endoscope documentation was revised for both our team and floor staff. Ongoing updates to Transfer Center guidelines continue as practices evolve. Current projects include revising hospital and OB death policies and creating a training video to help Float Pool staff correctly clock in and out across units.



While shared leadership and governance are serious business, it is essential to sprinkle in some fun!



Elevating the Voice of Nursing:

LHW SHARED LEADERSHIP

In 2024, Logan Health Whitefish's (LHW) Shared Leadership practice councils played a vital role in elevating care quality, staff engagement, and patient experience—contributing meaningfully to the hospital's prestigious 5-star rating. The work of the nursing Unit-Based Practice Councils (UBCs) reflects LHW's commitment to continuous improvement and collaborative leadership.

Collaborative Council

The Collaborative Council serves as a central forum where representatives from all UBCs align goals and share progress. A highlight of 2024 was LHW's re-accreditation through the Forum of Shared Governance, securing recognition for another four years. This distinction underscores the strength of LHW's shared governance model, which fosters autonomy, accountability, and professional empowerment for nurses—factors proven to enhance satisfaction and retention.



Beyond governance, the council supported several system-wide initiatives:

- Implemented stay interview questions to improve engagement
- Organized a departmental blood donation challenge amid shortages
- Assembled bereavement bags for grieving families
- Volunteered at the Dollar Lake trailhead as part of the Whitefish Trail system

Unit-Based Council Highlights

Med/Surg UBC:

- Launched a new hire mentorship program, now in pilot phase
- Leads fall prevention efforts and celebrates progress
- Conducts care plan chart audits
- Advances bedside shift report practices
- Supports the hospital-wide throughput group

Special Care Unit (SCU) UBC:

- Increased care plan documentation compliance from 46% to 93%
- Created critical care drip badge buddies
- Recognizes PCCN-certified nurses with plaques
- Enhances patient education and bedside report consistency

Emergency Department (ED) UBC:

- Refined pediatric med sheets and reassessment protocols
- Maintain chart audits to support care improvement

House Coordinator (HC) UBC:

- Key participant in the throughput group
- Leads bedside shift report data collection

Infusion UBC:

- Provided vascular access education on skills day
- Continues refining vascular access policies

Surgical Department UBC:

- Donated clothing and school supplies to the community
- Offered staff financial support during illness
- Supports patient confidentiality improvements in same-day surgery
- Active in throughput initiatives

Birth Center UBC:

- Reviewed Pitocin titration policy to align with national standards
- Pursues Gold Safe Sleep Certification recertification
- Conducts chart audits and staff training

Cardiac Rehab UBC:

- Developing a CRAYMS education booklet for patients
- Ongoing chart audits to improve outcomes



We are honored to work alongside such outstanding teams and are grateful for their dedication to excellence in nursing! The following pages summarize a small portion of the work that our nursing units and councils completed in 2024. We look forward to all that we will accomplish together in the coming year!

CASE MANAGEMENT & CARE NAVIGATION

In 2024, the **Logan Health Medical Center Case Management** team deepened its commitment to whole-person care through strategic partnerships and community-based initiatives. A key highlight was our collaboration on the Elder Care Workgroup, bringing together local organizations to improve aging-related resources. This team has helped launch sustainable programs including caregiver respite, a dementia care initiative, and public education on healthy aging—all centered around the needs we see every day at the bedside and beyond.

We've also strengthened our response to human trafficking by working more closely with community partners and continuing our involvement on critical committees including Ethics, Planetree, Grief Support, Stroke, and Child Protection—all key to providing safe, compassionate care for our most vulnerable patients.

This year, our team joined the American Case Management Association (ACMA) and completed 70 hours of continuing education, which is now part of our new hire onboarding. We also rolled out Case Management Protocols and Standards of Care, plus a comprehensive onboarding binder—built by nurses, for nurses—to support consistency and confidence across our team.

In Whitefish and surrounding rural areas like Eureka and Columbia Falls, our **Logan Health – Whitefish Care Continuum and Case Management** team continues to bridge gaps at and after discharge. With help from Community Health Workers, we've expanded outreach programs like elder tech classes, GED prep, and school backpack food programs. These team members, alongside our Care Coordinators, are vital in assisting patients with

insurance enrollment, community resources, the Food RX program, and Family Strong group support.

In orthopedics, our full-time orthopedic nurse navigator has been a game-changer—educating patients pre-op, preparing them for discharge, and following up post-op to ensure smooth recoveries.

As patient volume grows, so does the complexity of discharge planning. Our team—made up of RN discharge planners and a dedicated social worker—has worked hard to streamline referral processes, deepen connections with SNFs, and address social determinants of health that impact outcomes.

Finally, we continue building chronic care pathways for conditions like COPD, CHF, diabetes, and behavioral health. With limited mental health resources in our region, we're especially focused on collaborating across disciplines and communities to improve access and support for behavioral health care.



Mark Logsdon loads his vehicle at Land to Hand MT to deliver food to Eureka for the Food RX program.

CARE COORDINATION GUIDING COUNCIL

Key care coordination initiatives focused on improving access, collaboration, and training. Efforts included expanding access with the Escalatory Pathway Booklet to support timely, coordinated patient care. Continued participation in the Elder Dementia Community Collaborative advanced dementia care practices. Site visits with the ACO to local SNFs strengthened partnerships between Home Health, Inpatient Case Management, and Outpatient Care Coordination. The Compass Training program was extended to the outpatient team to build skills and enhance service delivery. Looking ahead to 2025, efforts are underway to integrate inpatient and ambulatory coordination for a more seamless patient care experience.

EMERGENCY DEPARTMENTS

In 2024, emergency nurses at **Logan Health Medical Center (LHMC) and Logan Health Whitefish (LHW)** delivered exceptional care to nearly 42,000 patients. Through teamwork, innovation, and deep clinical commitment, we advanced triage systems, strengthened emergency preparedness, and expanded our role in community education.

At LHMC, our ED nurses drove a notable drop in the Left Without Being Seen (LWBS) rate—from 2.4% to 1.7%—by improving triage and optimizing patient flow. As trauma volumes rose, we continued to provide high-quality, compassionate care while actively mentoring new grads and students. Our team's culture of support and resilience has been key to our success.

Meanwhile, at LHW, we've been preparing for our 2025 Trauma Designation Recertification as a Level 4 Community Trauma Hospital—an essential designation for serving our rural population from Columbia Falls to Eureka. We've focused on updated trauma criteria, standardized protocols, strengthened transfer agreements, and rigorous performance improvement efforts. Tabletop and mock disaster drills—ranging from hazardous spills to child abduction scenarios—have helped sharpen our preparedness.

A major milestone in 2024 was a Mass Casualty Incident (MCI) drill, simulating a monster truck rally disaster. This collaborative effort with agencies across the system revealed improvement opportunities in areas like patient registration, radiology communication, and high-volume order entry. Nurse-led solutions—like real-time documentation partnerships with providers and using “auto collect” labs—will directly impact our response effectiveness.

Beyond our doors, LHW ED nurses led community outreach focused on injury prevention. We teamed up with occupational therapists to offer fall prevention classes, distributed ice cleats, bike helmets, and life jackets, and taught Stop the Bleed to Whitefish High School students.

Whether in the trauma bay or out in the community, Logan Health ED nurses continue to lead with heart, skill, and a shared commitment to preparedness and excellence. Together, we're making our region safer—one patient, one shift, one drill at a time.



Logan Health Whitefish trauma coordinator Becky Cox, RN, demonstrates how to use ice cleats at a fall prevention class at Whitefish Community Center.

ED COUNCIL

The Emergency Department Council is actively exploring the use of ultrasound IV trackers and planning the implementation of universal patient whiteboards to enhance communication and care consistency. The team is also assessing pediatric triage processes and focused assessment tools to support safer, more efficient care. Additionally, the council is identifying solutions to reduce patient falls and is currently recruiting new members to support these ongoing initiatives.

INTENSIVE CARE

This year, the **LHMC Intensive Care Unit** embraced a meaningful shift—driven by our Intensivist partners and championed by bedside nurses—to humanize the critical care experience. After the isolation of the COVID-19 era, we focused on bringing comfort, connection, and compassion back to the forefront.

One of our proudest achievements was creating a dedicated Family Room. With Foundation support and nursing input, this space now offers privacy and warmth for sensitive conversations—a small change making a big difference in how we support families during difficult times.

Pet Therapy was another heartwarming addition. Welcoming therapy dogs into the ICU has reduced patient anxiety and reminded us all of the power of human-animal connection in healing.

LHW's Special Care Unit (SCU) continues to provide high-quality critical care for our community. Quality Improvement activities included implementation of a new Phenobarbital protocol for alcohol withdrawal admissions, implementation of Bedside Shift Report and continued process improvement for PACU process.



A.L.E.R.T.

Available for immediate scene calls and interfacility transports, A.L.E.R.T. provides critical care when every second counts. Of our 19 highly-trained flight nurses, we are able to staff three nurses 24/7, including a specialist in neonatal and pediatric care, ensuring expert care for patients of all ages and emergency conditions.

To date, A.L.E.R.T. has flown 21,112 missions and saved over 2,736 lives.

TRANSFER CENTER

Part of the Nursing Operations department, the Transfer Center plays a vital role in the daily operations of Logan Health. Designed to simplify and expedite patient transfers, the center facilitates seamless coordination for both incoming and outgoing patients, as well as provider-to-provider consultations with hospitals across the region.

By improving communication and reducing delays, the Transfer Center has significantly enhanced workflow for providers, nursing staff, and most importantly, patients—ensuring timely access to appropriate care.

As patient volumes continue to grow, so has the center's impact. In 2024, the Transfer Center coordinated the arrival of 1,218 adult and 302 pediatric patients. It also facilitated 2,434 adult consults, 640 pediatric consults, and 62 telehealth consultations, while arranging 211 adult and 18 pediatric transfers to higher levels of care.

INTENSIVE CARE COUNCIL

The council is working toward 90% compliance with IV tubing labeling. Labels have been placed in easily accessible areas, and staff education on the new system is underway. In collaboration with the SUS team, we're tracking compliance monthly. Staff input helped shape a new whiteboard layout, now finalized for unit-wide use. We're also partnering with our educator to develop core competencies, with plans to roll out monthly ICU-focused competencies next. Additionally, we've created a nursing guide for managing elevated intracranial pressure (ICP) with tiered interventions and are currently adding references to support evidence-based practice.

PROGRESSIVE CARE UNIT

LHMC's Intermediate Care Unit (IMC) has long operated as a 16-bed space designed for efficient oversight and strong teamwork. We cared for patients who needed close monitoring, but not ICU-level care, and consistently ran at full capacity. For years, the adjacent, unused space—once an ICU, a PICU, and later a COVID unit—sat empty, with occasional talks about how it might be used in the future.

That changed in the winter of 2023, when a surge in Emergency Department volumes led the hospital to reopen that space as overflow. We were asked to flex into the area, but quickly faced challenges—there was little equipment, no supplies, and workflows were disrupted.

By mid-January, it became clear this wasn't a short-term fix. Leadership announced plans to expand our unit to 28 beds, with a go-live date of June 4, 2024. They brought us in early—through our Unit-Based Council and supervisory team—to ensure our voices helped shape the process.

We identified key concerns, like the wide hallway that could hinder workflow, and worked together to map out patient placement. We partnered with Materials Management to clean out outdated COVID supplies and reorganize the med and supply rooms. Departments like IS, Biomed, Housekeeping, and Facilities joined weekly meetings, helping us address everything from call light systems to fire safety updates.

When the expanded space opened, there were a few bumps—but thanks to our adaptability and teamwork, we moved forward together. It wasn't

just a physical expansion—it was a shared effort that reflected our dedication and resilience.

Now called the Progressive Care Unit (PCU), the 28-bed space is a testament to what we can accomplish when we're included from the start. We didn't just grow—we led, we built, and we created a unit that works better for our patients, our team, and our future.



PROGRESSIVE CARE COUNCIL

The council has been actively working on several initiatives to support education, recognition, and morale. The Open-Heart Surgery (OHS) book and fast grab reference tools are being updated to improve accessibility and accuracy. Education for higher acuity patients is underway, including the development of pathophysiology mind maps. Nurse recognition and achievement boards are being designed to celebrate staff accomplishments. A winter team-building activity—bowling—is in the works, and new décor is brightening up breakrooms. The unit is also supporting the “No One Dies Alone” volunteer program and celebrating Certified Nurse Assistants. Their monthly newsletter keeps everyone informed and connected.

MED/SURG UNITS

At Logan Health Medical Center, improved and stabilized staffing in 2024 positively impacted unit culture. With a fully staffed team, we've felt more supported, less overwhelmed, and better able to lean on one another. The result? Stronger teamwork, reduced burnout, and lower turnover. Our environment feels more like a family—built on trust, communication, and shared responsibility. This shift supports staff well-being and has contributed to better patient care. On the 2nd Surgical Unit, this collaborative culture helped boost satisfaction scores through improved communication, streamlined workflows, and personalized care.

At Logan Health Whitefish, our Med-Surg team met rising patient volumes while maintaining high-quality care. In 2024, we led and participated in improvement projects. We offered targeted education on heparin drips, TPN, and vascular access devices. Our Practice Council created a weekend work program to increase flexibility and coverage. We

continued care plan and fall prevention audits, and our Good Catch program helped cut falls by over 50%.

We rolled out bedside shift reports, revised the alcohol withdrawal protocol using phenobarbital, and strengthened PACU/SDS handoff communication. We remained involved in hospital throughput efforts to ensure safe, efficient transitions of care.

2024 marked growth, learning, and strengthened shared governance on the **LHMC 3rd Medical Unit**. We welcomed three RN cohorts and multiple CNA classes, launching many into their health care careers. Our team invested thousands of hours in precepting and mentoring, building a strong foundation for clinical excellence and teamwork.

The Unit Council focused on early mobility, employee recognition, and introducing new whiteboards to support the It Takes Three initiative. This program—bringing physicians, nurses, and patients together during rounding—improved communication and discharge planning.

We also welcomed a new Acute Care Educator, who supported onboarding, facilitated skills days, and fostered continuous learning and professional development.

Meanwhile, the Patient Monitoring team launched a new AI-supported camera system observing up to 12 patients at once, enhancing safety through real-time monitoring. This team logged tens of thousands of hours in observation, demonstrating unwavering vigilance and care.



2ND SURGICAL COUNCIL

The unit launched New Admission-Supply Buckets to streamline access to essential supplies during patient admissions. A new Innovative Idea submission form now allows staff to propose and vote on projects for the Unit-Based Council, even if they can't attend meetings—encouraging wider engagement. Lastly, staff are encouraged to complete the “About Me” section in Workday to foster connection and recognition, helping us get to know and celebrate each other beyond our roles.

3RD MEDICAL COUNCIL

Several unit updates have enhanced patient care and team connection. Quick Grabs now include Hip, Knee, Spinal, and Sternal Precautions, and the TV Guide has been updated for better patient access. Nurses are using the BMAT tool to assess and promote early mobility. A streamlined Treatment Flowsheet is in development with the Inpatient Council. Staff Recognition boards celebrate team members, and a new CNA education checklist supports consistent, high-quality onboarding and care delivery.

INFUSION SERVICES

In 2024, **Logan Health Infusion Services** led two impactful quality initiatives focused on patient safety and education.

The first addressed a rise in infusion-related reactions (IRRs) to liposomal doxorubicin. After infusion nurses identified a trend through retrospective chart review, an interdisciplinary team developed and piloted a standardized titration protocol for first and second doses. Modeled after other high-risk infusions, the protocol was well-received by staff and approved by oncology providers. Early outcomes suggest a reduction in reaction severity, supporting better treatment adherence and patient tolerance. The project reflects how frontline nurses and pharmacists can lead safe, evidence-informed practice change.

The second initiative reimaged education for newly diagnosed cancer patients. The previous “chemo teach” process led to scheduling delays and information overload. In response, the Hematology-Oncology Infusion Shared Governance Council reviewed best practices and designed a new orientation using adult learning theory and health literacy principles. With philanthropic support and collaboration from Marketing, the team produced a video series covering key topics—from treatment expectations and port care to side effect management.

The standardized education launched in January 2024 and is now accessible via the Logan Health website, patient portal, USB drives, DVDs, iPads, and QR codes. Anticipated benefits include fewer treatment delays, improved understanding, reduced anxiety, and greater caregiver involvement—ultimately strengthening the patient experience and care delivery across the Cancer Program.



CANCER PROGRAM

NEW PATIENT TREATMENT ORIENTATION VIDEOS

These videos are to help you:

- Learn about Logan Health's Cancer Program
- Prepare for your treatments
- Understand resources available to you

Watch these orientation videos assigned by your health care team:



Chapter 1:
Basics
for new
patients



Chapter 2:
The
infusion
area

Chapter 3:
Oral cancer
treatments



Chapter 4:
Implanted
ports



QR code instructions:

Open the camera app on your smart phone or tablet
Point your camera at the QR code for the assigned chapter
Wait for a notification to appear
Tap the notification to open the link associated with the QR code

*Please share this with anyone involved in your care!
Consider watching these videos often, taking notes,
and referring back to them during treatment.*

LOGAN
HEALTH

HEM-ONC INFUSION COUNCIL

The Hem-Onc Infusion UBC made meaningful progress in 2024. The Doxil titration protocol was finalized and submitted for publication in CJON. The team also launched New Treatment Orientation videos, saving chairside nurses time while offering patients and families accessible, repeatable education. Current projects include researching blood-sparing lab draw techniques in collaboration with a medical librarian, developing a nausea and vomiting protocol with an interdisciplinary team to guide PRN home use, and partnering with NPs to implement a potassium and magnesium replacement policy, streamlining electrolyte replacement and reducing unnecessary provider orders.

LABOR & DELIVERY

In 2024, our teams at Logan Health – Whitefish (LHW) and Logan Health Medical Center (LHMC) continued to raise the bar in maternal and child health by prioritizing safety, education, and compassionate, high-quality care.

Logan Health Whitefish Birth Center

At LHW, we focused on elevating patient experience and clinical outcomes. Our OB nurses contributed to the Fetal, Infant, Child, and Maternal Mortality Review Committee and mentored two new grads through the Nurse Residency Program. We launched purposeful rounding to strengthen patient communication and improve HCAHPS feedback.

We celebrated our Baby-Friendly redesignation through 2028 and became a National Infant Safe Sleep Certified Hospital. Emergency preparedness was top of mind—our team reviewed and implemented updated Code Pink protocols.

Community outreach included our presence at the Spring into Safety Fair, where we shared safe sleep education and distributed over 80 donated swaddles. We held quarterly simulation trainings on postpartum hemorrhage, shoulder dystocia, sick infants, nurse-led deliveries, and team communication. Many of us also completed bereavement training to better support families during loss.

We continued our work with the Montana Perinatal Quality Collaborative, focusing on maternal sepsis and discharge planning. On October 15, we hosted a Wave of Light Ceremony in the Planetree Healing Garden, honoring lives lost and supporting our community.

Daily postpartum and lactation support remained a priority, and we developed new guidelines for Safe Sleep and Newborn Sepsis.

Logan Health Medical Center Car Seat Safety Program

LHMC's Children's Car Seat Safety Group expanded with seven more certified car seat techs (now nine total!). We rolled out in-room education tools, a formal policy, and a family-friendly education form. With new tablets, we're tracking car seat checks nationally.

Voalte integration streamlined technician requests, and thanks to Foundation support, we continue to provide car seats to families in urgent need. Through ongoing education and install events, we stay sharp—because safety doesn't stop at discharge.



OB COUNCIL

In Fall 2024, the OB Council relaunched with a renewed focus on improving clinical protocols and communication. Key initiatives included updates to the magnesium and insulin drip protocols to enhance safety for laboring patients. The team also developed a Float Nurse Orientation to support safe integration into the unit, revised the postpartum discharge process to improve education and follow-up planning, and implemented standardized handoff tools like SBAR and updated handoff sheets. These efforts aim to streamline workflows, strengthen communication, and ensure consistent, high-quality care for mothers and newborns.

CHILDREN'S ACUTE CARE

The Neonatal ICU (NICU) nurses have had a busy year caring for Logan Health's tiniest patients. 2024 admission volumes in NICU increased 17% while patient days increased 22% telling us along with more admissions, we also had higher acuity. As acuity increased the nurses identified gaps in their knowledge and working together with the Neonatologists began a journal club to ensure best practice is always at the forefront of care.

At the same time, nurses identified that the NICU could improve outcomes by investigating and implementing the Golden Hour, an evidence-based process that improves outcomes in preterm infants. The first hour of a preterm infant's life is a critical period of transition requiring multiple adaptations to extra uterine life. The Golden Hour is an evidence-based strategy that reinforces and standardizes communication, collaboration, team structure and proficiency in the first hour of the newborn's life. Known outcomes of effective Golden Hour include reduction in hypothermia, hypoglycemia, intraventricular hemorrhage, broncho-pulmonary dysplasia, and retinopathy of prematurity. The Golden Hour has been a yearlong project culminating in a strong education plan and activities, met by nursing with enthusiasm and supported by the entire team.

Our pediatric intensivists recently began collaborating with Billings Clinic's PICU through telehealth to provide prompt subspecialty care and assistance. Logan Health pediatric intensivists now provide 24/7 coverage to Billings Clinic's PICU, offering timely assistance with medical decision-making and possible transfers. Not only can the providers meet virtually with PICU staff and clinicians, but they can also have virtual appointments with families and give direct support.

This collaboration not only advances patient care across Montana but also directly supports nursing practice. It allows nurses at both Logan Health and Billings Clinic to benefit from increased access to subspecialty expertise, enhances real-time clinical decision-making, and fosters stronger interdisciplinary communication. For bedside nurses, having intensivists available around the clock improves care coordination, streamlines escalation processes, and strengthens confidence in managing complex pediatric cases. This partnership is yet another extension of our overarching goal to provide the most comprehensive care for children in Montana—and to help keep patients, and their care teams, close to home.



NICU COUNCIL

Needleless connector management is being standardized for consistent setup and access. An inpatient diary was introduced for ICU patients and those with extended stays to support communication and healing. Upcoming projects include an exit survey to gather feedback, revamping admission paperwork to align with Meditech and enable iPad access, and standardizing high-touch cleaning to reduce infection risk. A new welcome packet for families is in development, along with improvements to self-scheduling.

PEDS/PICU COUNCIL

The team has developed a new consent form for 2-month immunizations is in progress to improve clarity and efficiency. In response to rising shaken baby cases, an updated educational video is now part of all discharge teaching. The team is also creating an infant death checklist to guide staff through sensitive situations with care and consistency. Additional projects include a new pre-op checklist to support surgical preparation and a redesigned admit packet to better inform and support families throughout the hospital stay.

SURGICAL SERVICES

In 2024, despite nationwide supply chain disruptions—including an IV solution shortage—**Logan Health's Surgical Services** nurses stayed focused on delivering safe, high-quality care. Surgical volumes remained strong, and we achieved a major milestone: 836 total joint procedures, up from 736 the previous year. That's 100 more lives touched by our skill, compassion, and teamwork.

Along with this increase, the OR completed 100 more neuro surgeries and 50 more cardiovascular surgeries than the previous year.

The Pre-Op, PACU, and Pre-Anesthesia teams had a productive year. Highlights included expanded education supported by volunteer educators, rollout of core competencies and quarterly skills check-offs, and the launch of a Unit-Based Council uniting Pre-Op and PACU nurses to drive shared goals. The Pre-Anesthesia Clinic streamlined medical clearances and reduced preventable cancellations—boosting efficiency and outcomes.

To address space constraints, **the LHW team** expanded the Same Day Discharge joint program with a second bay, allowing more patients to recover at home. Nurses began drawing labs to cut delays, and all 12 bays were used flexibly for pre- and post-op care. Same Day Joint procedures expanded from two per day to three per day. Department hours shifted to better support discharges, and block scheduling was revised to improve flow—all through collaborative, nurse-led problem solving.

Safety, readiness, and patient satisfaction were top priorities. PACU nurses received skills updates with SCU and Education support. Shared Leadership engagement grew, boosting staff ownership. We improved same-day joint discharge times, increased smoking cessation support, enhanced orientation protocols, and updated the malignant hyperthermia cart. Efforts to reduce Immediate Use Sterilization and monitor expiration dates reinforced our safety commitment.

Key policy updates included OR infection control, specimen and hardware handling, admission/recovery protocols, sterile field medication ID, and discharge criteria—all shaped by input from bedside nurses and OR teams.

Logan Health's Infection Prevention and Control (IPC) program remains central to our safety mission. Supported by strong nurse involvement and aligned with current standards, it spans departments. Our Antimicrobial Stewardship (AMS) efforts continue to monitor organisms like MRSA, VRE, and ESBL. Positive results trigger fast action: chart flags, precautions, and adjusted care plans. We closely track infections to deliver the safest care possible.



DIGESTIVE HEALTH COUNCIL

In March 2024, the Digestive Health team joined shared governance and immediately began strengthening their unit. They kicked off with onboarding and successfully rewrote the orientation manual to better support new nurses. Focusing on patient safety, they developed a simplified procedural timeout checklist to close process gaps. To elevate professional practice, the team introduced educational opportunities and encouraged nurses to join the Society of Gastroenterology Nurses and Associates (SGNA). In terms of clinical protocols, they clarified documentation procedures for pillcam studies and are actively working on a comprehensive protocol for admit orders and pre-procedure health history phone interviews.

IR, CATH/EP, HOLDING ROOM

The IR, Cath/EP, and Holding Room teams experienced a year of transition and were excited to officially join the nursing department in late 2024. As we move forward, we're looking ahead to a year centered on culture, stability, and growth—guided by shared decision-making between our unit-based councils and new leadership. Together, we're building a stronger foundation through collaboration, communication, and a renewed focus on team-driven improvement.

In 2024, the Cath Lab cared for 1,262 patients, while the Electrophysiology team treated 545 patients. Interventional Radiology saw 4,187 patients, and the Holding Room provided a total of 13,457 recovery hours.

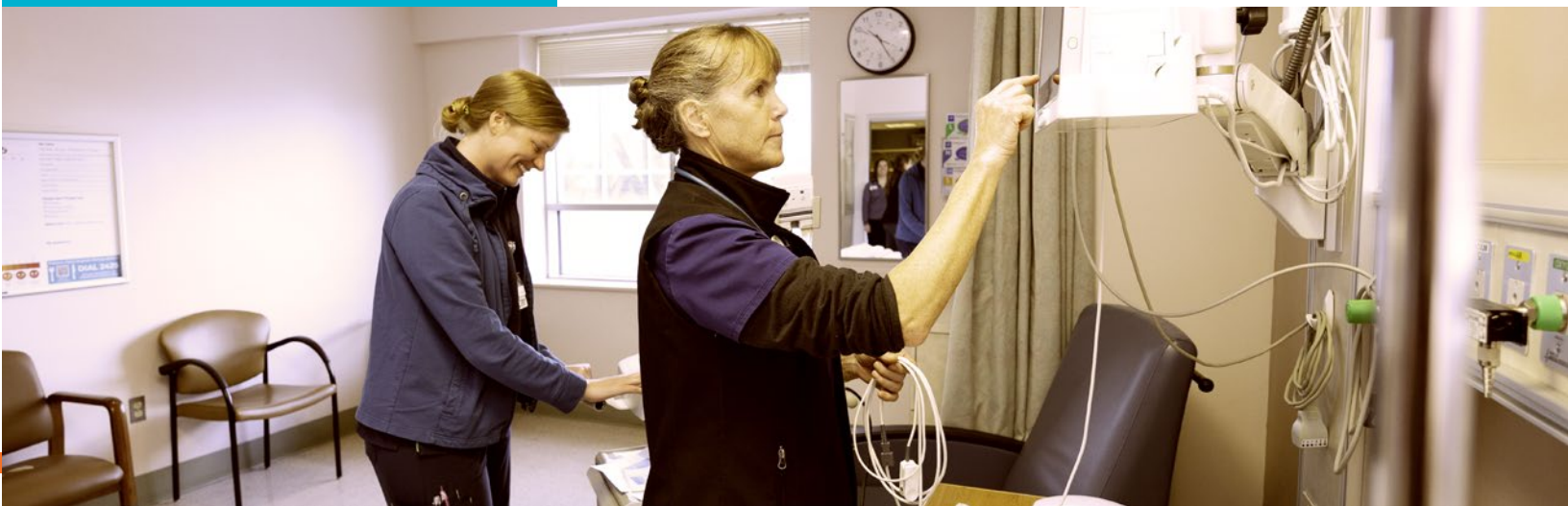
RESPIRATORY THERAPY

At **Logan Health Medical Center**, we continue to raise the bar in patient care through strong collaboration with our Respiratory Therapy team. As part of our interdisciplinary care family, our RTs bring expertise, education, and leadership that directly impact outcomes at the bedside.

This year, we developed the Pulmonary Hygiene Pathway to improve airway clearance and created a Tracheostomy Education Book to support patients, families, and staff. We also standardized our Pentamidine Policy and Protocol and enhanced infection control with a new cleaning and equipment tracking system. Updates to Meditech and a revised status board helped improve documentation and communication across the team.

Through quarterly education and advanced protocols like the Open Heart Rapid Extubation Protocol and Pediatric Heated High Flow Protocol, we continue to grow as a team. In 2024, we supported 1,306 ventilator days across adult and pediatric care.

At **Logan Health Whitefish**, our RT team—eight strong—stepped up with one therapist per shift covering the full hospital. We performed N95 fit testing, EKGs, and outpatient pulmonary function tests (PFTs), and even expanded our capacity with a new PFT machine at the Cornerstone Building. In 2024, we supported 15 ventilator days and 297 BiPAP days.



HOLDING ROOM COUNCIL

In December 2024, the Holding Room staff established a Shared Governance Council with the goal of creating a collaborative space for problem-solving, improving communication, and partnering with leadership to enhance patient care. Since forming, we've met four times and have already begun work on several key initiatives—including designing patient whiteboards to improve communication, streamlining scheduling processes, and enhancing staff scheduling for better work-life balance. As a team, we're committed to continuously improving both patient outcomes and our work culture, and we look forward to the positive changes ahead.

BEHAVIORAL CARE

In line with the theme “*Through Their Eyes*,” **Logan Health Behavioral Health** has launched a nurse-led initiative to integrate light therapy into both patient care and staff wellness. This innovation reflects our continued commitment to holistic, empathetic care—grounded in collaboration and compassion.

Bright Light Therapy is a non-invasive, evidence-based tool that mimics natural sunlight to help regulate circadian rhythms and boost serotonin. It's especially beneficial for patients experiencing

depression, seasonal affective disorder (SAD), or sleep disturbances—common challenges in inpatient behavioral health. For many of our patients, particularly during Montana's long, dark winters, light therapy provides a sense of connection, warmth, and comfort. Nurses can incorporate light therapy into care plans based on provider orders and individualized needs, offering a gentle but effective way to support mood, energy, and sleep.

But it doesn't stop with our patients. As caregivers working in emotionally intense environments, we know how important it is to take care of ourselves, too. That's why this initiative also includes light therapy access for staff—a simple, restorative option to help reduce stress, improve mood, and promote resilience on the job. When we care for ourselves, we show up stronger for our patients.

This initiative is more than just a new treatment option—it's a reflection of what we do best: seeing the whole person, advocating for innovative care, and creating environments where healing can truly happen.

Through our eyes, and through the eyes of our patients, light therapy is a small but powerful reminder that healing happens when we lead with empathy—together.

The Run Cedar Creek 2024 event, organized by Logan Health in partnership with the Nate Chute Foundation, raised money and awareness for suicide prevention.



BEHAVIORAL HEALTH THERAPIES COUNCIL

This dynamic team united a network of speakers to create a meaningful educational opportunity for the Behavioral Health Therapy community. The 2024 focus centered on suicide awareness and prevention, offering vital insights, tools, and strategies to support both clinicians and the individuals they serve. Through collaboration and shared expertise, the team helped strengthen our collective response to one of the most critical issues in mental health care.

BEHAVIORAL HEALTH INPATIENT COUNCIL

This year, an Encouragement Campaign was launched to recognize and celebrate the efforts of fellow team members, promoting positivity, collaboration, and a strong sense of community within the unit. To support patient engagement and comfort, the patient library was expanded, offering a wider variety of books for both educational and recreational use.

Additionally, the team made a strong commitment to trauma-informed care, working to integrate this approach into treatment plans and daily interactions. This ensures patients feel safe, supported, and understood—while helping staff provide compassionate, individualized care.



BRENDAN HOUSE

Logan Health Brendan House is home to 110 residents, with care provided around the clock thanks to the dedication of our Certified Nurse Aides (CNAs). With 73 CNAs on staff—more than any other Logan Health facility—this team is uniquely positioned to drive meaningful change in resident care. And in 2024, that's exactly what they did.

Recognizing the strength of their collective voice, the CNAs at Brendan House advocated to form their own CNA Council, separate from the existing Brendan House Partnership Council. Since then, they've taken off—leading impactful projects like Walking Rounds, managing resident-specific blood pressure cuff sizes, clarifying shift duties, and improving real-time documentation in Point Click Care.

We're incredibly proud of this compassionate, motivated group of caregivers. Their leadership, energy, and commitment to improving the lives of our residents is truly inspiring. We can't wait to see what they accomplish next!



It's always a great day when the baby goats visit Brendan House!

Celebrating **EXCELLENCE**

– 2024 Nursing Excellence Awards Winners –



Nursing Excellence - Kalispell
Rob Sutton, Surgical Services



Nursing Excellence - Whitefish
Becky Cox, Emergency Dept.



Service in Nursing - Kalispell
Sadie Fuller, Surgical Endoscopy



Service in Nursing - Whitefish
Krystal Fleenor, PC Eureka



Quality in Nursing - Kalispell
Marlayna Gran, Residency Program



Quality in Nursing - Whitefish
Linette David, Emergency Dept.



Unity in Healthcare - Kalispell
Jennifer Kellner, Infusion Therapy



Unity in Healthcare - Whitefish
Linnea Zier, Surgical Services



Compassion in Nursing - Kalispell
Nicole Merrill, 3rd Medical



Compassion in Nursing - Whitefish
Casey Joyner, Emergency Dept.



Nursing Assistant of the Year
Susan Mann, Brendan House



Mary Dean Preceptor Award
Lindsay Holden, ICU

The DAISY Award is an international recognition program that honors and celebrates the skillful, compassionate care nurses provide every day.

– 2024 Daisy Award Winners –

Patti Ille

Josh Taylor

Sarah Hartig

Amanda Singletary

Mariah Lacy

The Sunshine Award is a recognition program at LHMC. We recognize the clinical staff, which includes, but is not limited to CNAs, techs, and therapists, for demonstrating excellence in patient care.

– 2024 Sunshine Award Winners –

Aaliyah Yaegle

Andrea Barton

Colby Willcut

Michelle Bayard

Victoria Billi

Amber Stevenson

In 2003, after becoming an affiliate of Planetree International, LHW started awarding the Spirit of Planetree Caregiver of the Year. In 2010, the Provider Champion Award was added, followed by the Jake Heckathorn Spirit of Community Award in 2012.

– 2024 Planetree Award Winners –

Brandie Snider

Elizabeth White, MD

Christine Hansen



Thank you for being a good role model and for enriching a positive atmosphere throughout the Logan Health community!



CELEBRATIONS:

**August 30 A.L.E.R.T. Night
with Glacier Range Riders**

Purchase tickets at gorangeriders.com

**September 25
A.L.E.R.T. 50th Anniversary
at Logan Health Medical Center**

We are celebrating big milestones this year!



BRENDAN HOUSE IS TURNING 40!

Celebrate with us Thursday, June 19
2 p.m. at Brendan House

LOGAN
HEALTH

QUALITY & SAFETY

Clinical Quality

- Quality Improvement*
 - Falls
 - Central Line Associated Blood Stream Infections
 - Surgical Site Infections
 - Early Recovery After Surgery [ERAS]
 - Sepsis
 - OB Sepsis
 - Hospital Acquired Pressure Injuries
- Clinical Competencies*
 - Decide on a competency model and educate
 - All nursing staff meeting professional organization
 - Standards of Care: CNA

Patient Safety

- Patient safety metrics are tracked and made public – LHMC
- Comply with patient safety structural measures attestation
- Medication safety/USP 800

FINANCIAL

Finance

- Create a nursing products committee: Create standard work and process for approval*

Charge Capture

- DME charges
- Obstetrics and special care nursery charges
- Midnight reconciliation

* New and/or stronger focus

PATIENTS & FAMILIES

Patient Safety & Experience

- Identify a standard for patient centered leadership rounding, including a tracking process*
- Advertise wait times for ED; patients like to know*
- Bedside shift report
- Whiteboard

Length of Stay

- Discharge efficiency / improving throughput
 - Early discharges
 - Roles and responsibilities
 - Balance OR inpatient surgery schedule
 - It Takes Three / Multidisciplinary Rounds
 - Escalation Pathways
 - Specialty Care Unit

OUR PEOPLE

Retention & Recruitment

- Nursing model*
- LPN Residency Program
- Employee/leadership self-care and wellness*
 - Nursing survey – self-care and wellness
 - Self-care recognition
 - New hire focus
 - Stress management
 - Critical incident stress management [CISM] education
 - Employee rounding
- Summer incentive program
- Leadership on-boarding
- Stay interviews
- Weekend work program
- Employee on-boarding experience
- CNA retention and recruitment

Culture

- Healing design*
 - Improve physical environment to improve staff and patient happiness
- Workplace violence
- Medication safety/USP 800

