

Geisinger

2016 Nursing Services Annual Report

# Geisinger Wyoming Valley Medical Center



Geisinger Wyoming Valley Medical Center

1000 East Mountain Blvd.

Wilkes-Barre, PA 18711

570-808-7000

[geisinger.org](http://geisinger.org)

Geisinger

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# The human touch

A message from the president and CEO and the chief nursing officer

“I felt that I was treated as both a person and a patient. My recuperation was no doubt speeded by their human touch.”

A simple statement that says so much about the caliber of our nursing team at Geisinger. The compassion you show our patients is underscored by your professionalism and skill, all contributing to the fulfillment of our purpose of caring for our patients and their families.

Your commitment to caring, as well as your innovative approach to your roles, are recognized through Geisinger Medical Center’s designation as an American Nurses Credentialing Center Magnet® hospital, and the acceptance of Geisinger Wyoming Valley Medical Center’s application for the Magnet recognition program. Magnet hospitals are nationally recognized for nursing excellence and setting the bar high for professional nursing practice.

Nurses at both Geisinger Medical Center and at Geisinger Wyoming Valley achieve high scores in safety, quality and efficiency, all directed at providing the finest experience every time, for every patient. You wouldn’t be satisfied with anything less.

The world is watching Geisinger Health System. We offer you our deep respect and appreciation for dedicating your hearts and minds to patient care that is getting the attention it deserves.



Sincerely,

**David Feinberg, MD, MBA**

President and CEO



**Susan Robel, RN, BSN, MHA, NEA-BC**

Executive Vice President and Chief Nursing Officer



## About Geisinger Health System

As one of the nation’s largest health service organizations, Geisinger Health System serves more than 3 million residents throughout 45 counties in central, south-central and northeast Pennsylvania, and also in southern New Jersey with the addition of AtlantiCare, a National Malcolm Baldrige Award recipient. The physician-led system is composed of approximately 30,000 employees, including nearly 1,600 employed physicians, 12 hospital campuses, 2 research centers and a 510,000-member health plan, all of which leverage an estimated \$8.9 billion positive impact on the Pennsylvania economy.

### About Geisinger Wyoming Valley Medical Center

Geisinger Wyoming Valley Medical Center (GWV) is the headquarters for Geisinger in Luzerne County. This 291-bed facility is unrivalled in the region for acute medical care, with expertise in nearly 30 medical specialties. With a Level II trauma center, GWV’s campus is also home to the Frank M. and Dorothea Henry Cancer Center, the Richard and Marion Pearsall Heart Hospital, a Geisinger Janet Weis Children’s Hospital unit, including a dedicated neonatal intensive care unit.

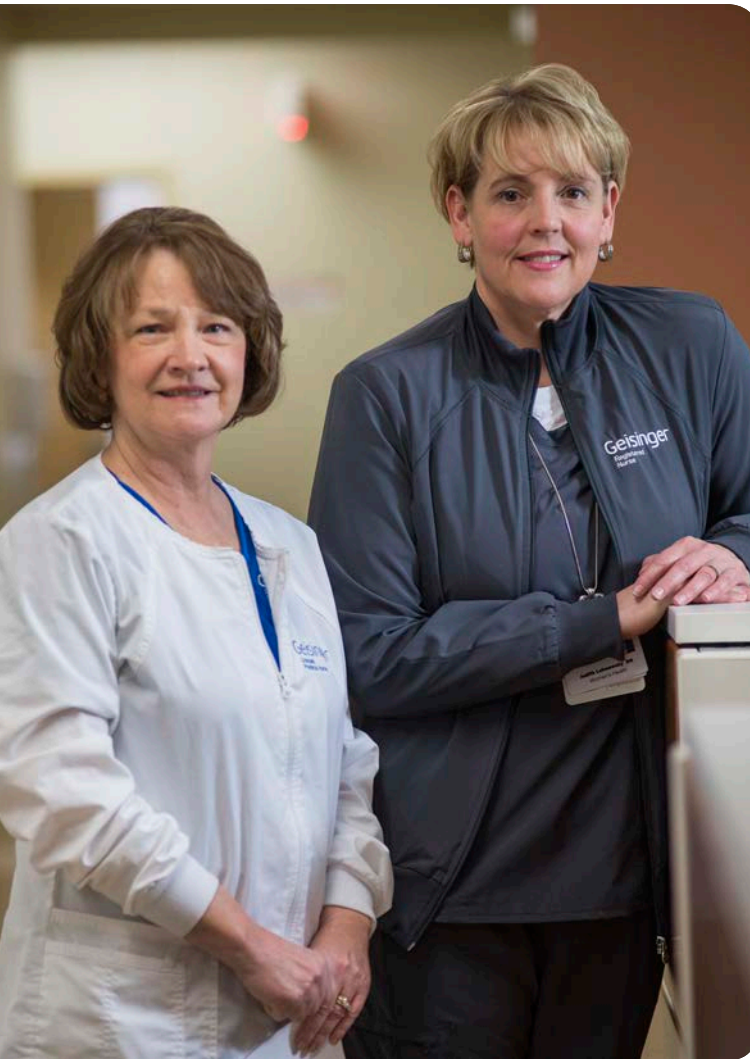
An off-site campus of GWV, Geisinger South Wilkes-Barre (GWSB) is a high-quality ambulatory, short-stay and urgent care medical center, providing care to both pediatric and adult patients. GSWB also offers nutrition, pain management, sleep disorder and women’s health services.

# C.I.CARE

Geisinger Wyoming Valley Medical Center is committed to delivering the optimal patient experience to every patient, every time. Caring is part of our legacy and is the promise that we make to those we serve.

C.I.CARE is a proven framework to standardize and improve consistent and seamless communications that positively enhance the patient experience for our colleagues, our patients and their families by demonstrating how much we care about those we serve.

C.I.CARE consists of six simple communication steps that employees should follow: Connect, introduce, communicate, ask for permission and anticipate needs, respond and end with excellence. This communication technique should be used with every interaction for the best patient experience.



- C** Connect
- I** Introduce
- C** Communicate
- A** Ask & Anticipate
- R** Respond
- E** End with Excellence

## Transformational leadership

A message from the Geisinger Northeast regional chief nursing officer

Every day, Geisinger nurses touch the lives of thousands of patients and their families, providing quality, compassionate care to those who need it most. Geisinger nurses play a vital role in restoring health to our community and are at the forefront of delivering the very best service, which is guided by evidence-based research and innovation.

On behalf of the leadership team, I proudly present Geisinger Wyoming Valley Medical Center's 2016 Nursing Annual Report, detailing the many accomplishments on our journey to excellence. In this report, you'll read about our positive impact on our community and the nursing profession. As a result of the hard work of all of our Geisinger family members, GWV continually ranks as a leading healthcare facility, locally and nationally.

The past year marked unparalleled opportunities for our staff and leadership team. The move to become "one Geisinger" through the regionalization of Geisinger Northeast allowed us to more deeply invest in our nursing staff and further support our growing notoriety among the best nurses in the nation. Working closely with local universities, we offered reduced-tuition options for more nurses, and by partnering with the American Nurses Credentialing Center (ANCC) and American Association of Critical-Care Nurses (AACN), we assisted more nurses in becoming certified in their specialty areas.

To further support our nurses, we created a series of career development programs. Our Nurse Mentorship Program partners experienced nurses with new and novice nurses to help them through the pivotal early stages of their nursing careers. Through hands-on training and relationship building, these young professionals learn from the shared skills and knowledge of our top performers. As their careers develop, nurses can also participate in the Nurses Emerging as Leaders (NEL) program, which allows them to further improve their clinical and leadership skills in partnership with our existing nurse leaders.

Because the health of our community relies on the collective strength of our nurses, we have sought to build an employee-focused, collaborative environment that gives our nurses more opportunities to excel. Looking back on 2016, I am encouraged by the advancements we have made in nursing quality and career development, as well as the increasing number of opportunities we offer to support the growth of our excellent nursing team.



I am proud of all that we have achieved this past year. To our nurses, thank you for your dedication. Thank you for defining the notion of caring and letting it guide your daily practice. Thank you for participating in key decisions through shared governance and constantly striving to better yourselves and your team. Here's to continued success and remaining steadfast in our journey to excellence.

**Angelo Venditti, DNP, MBA, RN, FACHE, NEA-BC**  
Geisinger Northeast Regional Chief Nursing Officer

## Nursing leadership team

2015 and 2016 have been transitional years for the nursing leadership team. This past summer, Geisinger Northeast was restructured to streamline our efforts and become more efficient across our multiple campuses. Angelo Venditti, RN, was appointed as CNO for Geisinger Northeast and assumed responsibility for nursing services at Geisinger Wyoming Valley Medical Center, Geisinger Community Medical Center and Geisinger Marworth Treatment Center. With the aligning of these campuses, the associate vice president roles were also regionalized.

Under the guidance of Angelo Venditti, the entire nursing leadership team remains focused on our strategic plan, holding steadfast to Geisinger's mission. Continually striving for quality patient outcomes and a positive patient experience further solidifies GWV as a healthcare institution that the entire nation watches.

### Associate vice presidents and directors



**Mary P. Gildea**  
Associate Vice President  
Nursing Services  
Northeast



**Maureen Maloney**  
Associate Vice President  
Nursing Services  
Northeast



**L. Heather Rizzo**  
Associate Vice President  
Nursing Services  
Northeast



**Lindsey Ford**  
Director  
Nursing Education  
Director  
Magnet Program



**Stella Gebhardt**  
Director  
Surgical Services  
Geisinger Northeast



**Susan Kramer**  
Director  
Nursing Operations  
ED GWV/GCMC



**Megan Walbeck**  
Director  
Nursing Operations  
ICU GWV/GCMC

## Mentoring future leaders

Nurses Emerging as Leaders (NEL) is part of an ongoing program that helps grow future nurse leaders for Geisinger Health System. This program is a collaborative effort between Nursing leadership and Human Resources to ensure that future nurse leaders are offered opportunities for growth and leadership training. The 2016 GWV participants were: MSICU Clinical Coordinator Amanda Dalessandro, BSN, CCRN, RN; Director of Nursing Education and Magnet Geisinger Northeast Lindsey Ford, MSN, RN; Performance Improvement and Research Manager Lauren Murphy, MSN, RN, ACNS-BC; Pediatric Urgent Care Clinical Coordinator Amy Rubino, BSN, RN; and ED Clinical Coordinator Lucy Vavrek, BSN, RN.



From left to right, first row: Jennifer Hunt, Wendy Snyder, Diane Blackwell, Amy Rubino; second row: Kathleen Tugend, Lydia Ross, Jacqueline Janovich, Tracey Bixler, Lauren Murphy, Lucy Vavrek, Lindsey Ford; third row: Jeff Zabielski, James Sheridan, Andrea Weatherford, Amanda Dalessandro, Molly Gratti, Rebecca Stroudt

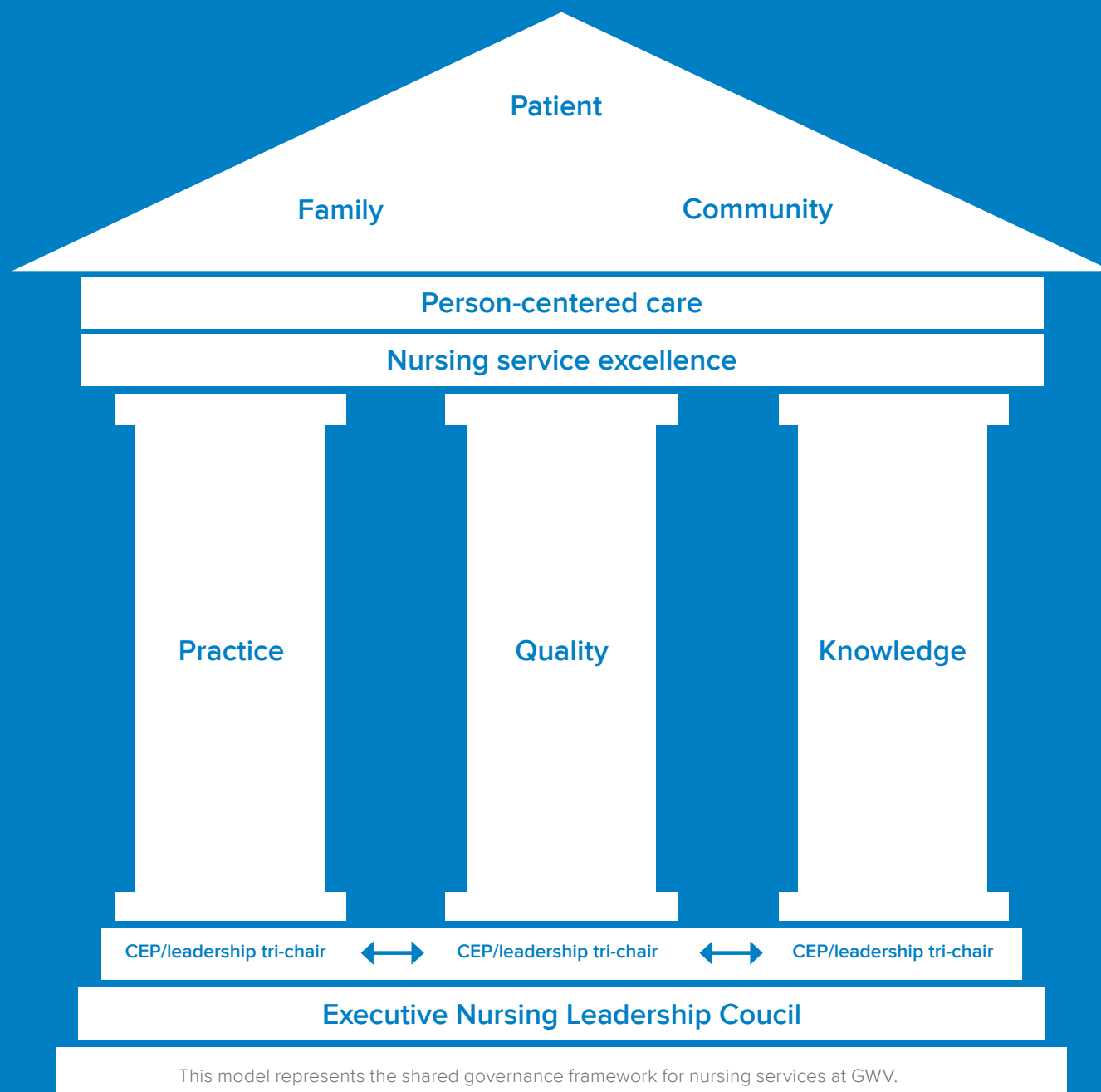


# Structural empowerment

## GWV shared governance nursing councils

The Nursing Executive Leadership Council supports the *Practice, Quality* and *Knowledge* pillars that make up the governance framework for nursing services at GWV. A career enhancement program (CEP) nurse and leadership co-chair are assigned to communicate and collaborate on decision-making for nursing practice as it pertains to each pillar. Along with maintaining a high level of nursing excellence and person-centered care, the shared governance framework is designed to keep our nursing team focused on what is most important to the patient, the family and the community.

By participating in these shared governance councils, nurses are given the opportunity to participate in the decision-making processes that dictate their daily practice.



### Nursing Executive Council

The Nursing Executive Council (NEC) serves as the central axis, coordinating and guiding the activities of each individual shared governance council and serving as a resource for council leadership. Through regularly scheduled meetings, communication and collaborative efforts, the NEC steers the practice of nursing as outlined by the Nursing Strategic Plan.

2016 outcomes:

- Developed shared governance framework
- Restructured councils
- Council members presented to nurse leaders who attend the council meetings (CNO, VPs)

### Nursing Leadership Council

The Nursing Leadership Council (NLC) guides and directs the departmental operations to achieve the mission, vision and values of the Nursing Department and the organization. This council is also responsible for assessing, planning, implementing and evaluating Human Resource management issues, materials and operational reports. The NLC uses evidence-based practice to assuage issues and maintain employee engagement.

2016 outcomes:

- Implemented a co-chair process and operations manager chair council for each quarter on a rotational basis
- Implemented a monthly manager report to highlight activities on each unit related to quality outcomes, employee engagement and patient satisfaction
- Enhanced the structure and format of the council and developed a different model for membership
- Organized and participated in two nurse recruitment events

### Expanded Nursing Leadership Council

The Expanded Nursing Leadership Council includes clinical coordinators and nurse educators who focus on ensuring our daily operations are aligned with the mission, vision and values of the Nursing Department and the organization.

2016 outcomes:

- Focused on employee engagement
- Focused on patient experience and the patient experience bundle
- Focused on improving nurse-sensitive quality indicators

### Nursing Professional Practice Council

The Nursing Professional Practice Council includes nurses from inpatient and outpatient settings who work to align our approach to care with evidence-based practice through policy creation and change management. This council promotes organizational collaboration and strong interdisciplinary partnerships, empowering nurses to make decisions based on current literature, collaboration, communication and technology.

2016 outcomes:

- Changed the weaning process and time for sitter protocol
- Decreased sitter hours related to utilization of sitter request form and interventions prior to initiating a 1:1 sitter
- Strengthened unit-based councils
- Performed education on peer-to-peer accountability

### Nursing Services Quality Performance Improvement Council

The Nursing Services Quality Improvement Council structurally supports our culture of continuous quality improvement and safety. Through leadership, individual accountability and evaluation of nursing services' performance, this council is able to promote evidence-based, quality patient care. By collaborating with other hospital-based councils, this team determines what actions and steps are needed to achieve our organizational goals.

2016 outcomes:

- Utilization of the nursing quality scorecard for audits of mobility and VTE
- Improvement of hand hygiene compliance
- Continued to meet or exceed the benchmark on nursing-sensitive indicators such as CAUTI, CLABSI, VAE and HAPU

### Nursing Education Council

The Nursing Education Council coordinates the dissemination of new knowledge and clinical best practices to all nursing staff, validating excellent care and promoting patient safety. The council also provides updates on policy development and revisions as well as new products and equipment.

2016 outcomes:

- Prepared our nursing staff for a successful tertiary Joint Commission survey and for our stroke accreditation survey
- Facilitated the transition of the new Epic transfusion documentation flowsheet and process
- Enhanced the efficiency of our preceptor program through our monthly updates
- Kept staff current with all policy developments, revisions and changes

### New Knowledge, Innovations and Research Council

The New Knowledge, Innovations and Research Council collaborates with team members and leaders to create an environment where evidence-based improvement strategies are developed and implemented. This group evaluates opportunities for practice, process and policy revisions, as well as research opportunities. The council enhances nurses' confidence to question clinical practice and gives them access to evidence that is presented in research and non-research publications.

2016 outcomes

- Facilitated EBP projects based on questions from nurses at each site and developed research proposals to explore the practice questions
- Created an evidence-based project to reduce alarm fatigue, which led to a policy change, decreasing the number of alarms
- In December 2016, showcased 13 evidence-based practice posters from Geisinger Northeast, 10 from GWV

### Nurse Satisfaction, Retention and Residency Council

The Nurse Satisfaction, Retention and Residency Council facilitates discussion and planning regarding overall nursing services with specific attention to a healthy work environment, nursing recognition, peer review, the Nurse Residency Program and nurse satisfaction.

2016 outcomes

- Received feedback and approval of Career and Clinical Ladder
- Supported Nurse Excellence Awards, where nurses are nominated by their peers for their excellence in care
- Received a 91 percent response rate on RN Satisfaction Survey

### Patient Experience Council

The Patient Experience Council reviews and analyzes Press Ganey® surveys, formulating recommendations and creating action plans that improve the patient experience. The aim is to improve the patient's, family's and community's perception of their overall experience at GWV.

2016 outcomes

- Incorporated the patient experience bundle into daily practice
- Broadened understanding of questions asked on Press Ganey surveys

### Magnet Council

As GWV continues on the journey to Magnet designation, the Magnet Council works to provide education and promote nurse advancement by integrating the Professional Practice Model into daily practice.

2016 outcomes

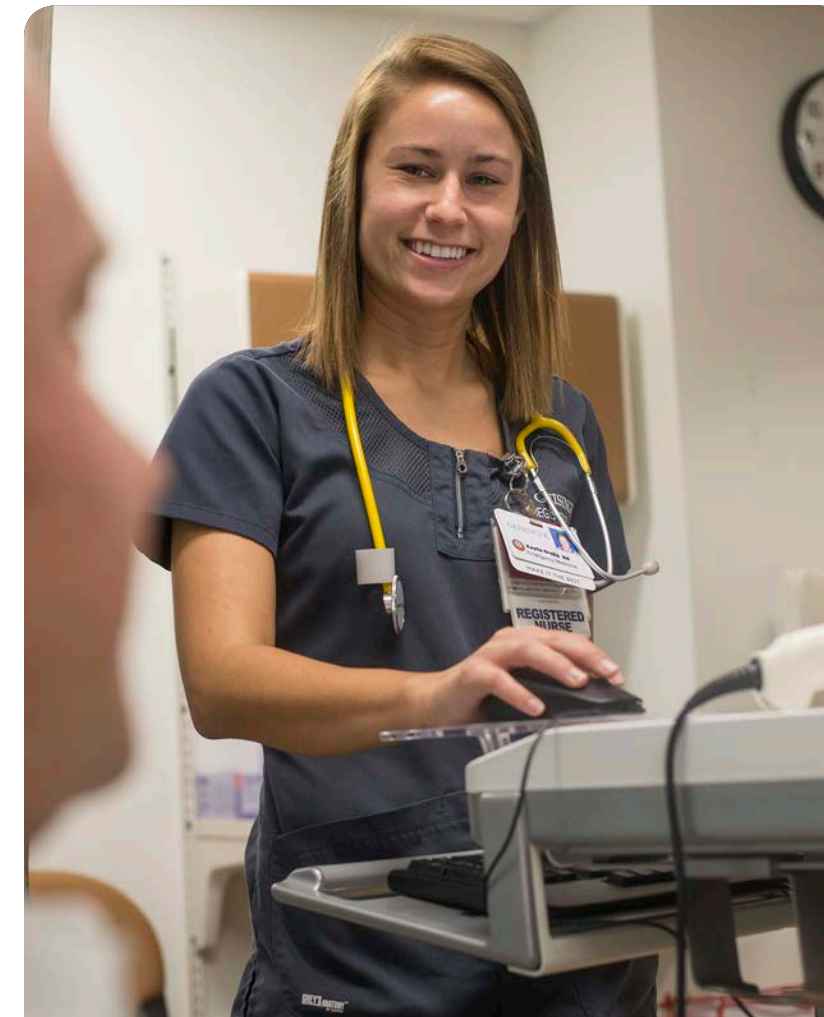
- Held three nurse excitement events to promote quality patient care and best practices
- Identified areas of focus for the Magnet journey
- Varied activity in community to provide education and create stronger connections to Geisinger Health System (GHS)
- Attended South-Central Magnet Consortium meeting as a group

### Outpatient Staff Council

The Outpatient Staff Council provides a venue for review and communication of changes in nursing practice, policies and procedures in alignment with the Professional Practice Model and evidence-based practice guidelines. This council supports collaboration across the ambulatory clinics and other nursing or hospital-based councils. In this forum, nurse leaders query staff about nursing practice concerns and policy issues and share knowledge about nursing services' activities, events and personnel changes.

2016 outcomes:

- Reviewed new process for high-level disinfection and transporting items to CSR that ensures staff safety
- Provided information about RN-to-BSN and graduate nursing programs to facilitate enrollment in continuing nursing academic education
- Reviewed changes in dress policy, including standardization of scrubs for RNs and other clinical staff
- Developed outpatient nurse-to-nurse peer review and implementation



# Professional certifications

Obtaining professional certification supports the Professional Practice Model and allows nurses to prove their ongoing commitment to their profession and their patients. Being certified in our specialty areas of practice informs patients that their nurses are committed to excellence. With an emphasis on professional growth, GWV has partnered with several organizations to promote nursing certification. Those programs include the ANCC Success Pays Program, the AACN Value Voucher Program, the CNOR Take 2 Program, the BCEN Yes You Can Program and many more. Each year we celebrate our certified nurses with a certification dinner.

## Photos from the 2016 annual certification dinner



Amie Rodzniak, MSN, RN, ACNS-BC, CCRN;  
Diane Zera, BSN, RN, CCRN; Michele Swida, MSN,  
RN, CEN; Karen Anglovich, BSN, CCRN;  
Paulette Willis, BSN, CCRN; and Nancy Gattuso,  
BSN, CCRN



Nicole Williams, MBA, RN, IBCLC;  
Denise Perkowski, BSN, RN, CPN;  
Doreen Nobel, RN, CPN; and  
Janet Kelly, RN, CMSRN



Kathy Scavone, MSN, RN, NE-BC;  
Ann DePetro, RN, CMSRN; Lindsey Ford, MSN, RN;  
Stephanie VanLoon, RN, CMSRN;  
Kellie Capone, BSN, RN, CMSRN

# Certification of direct care nurses

## Preceptor Program:

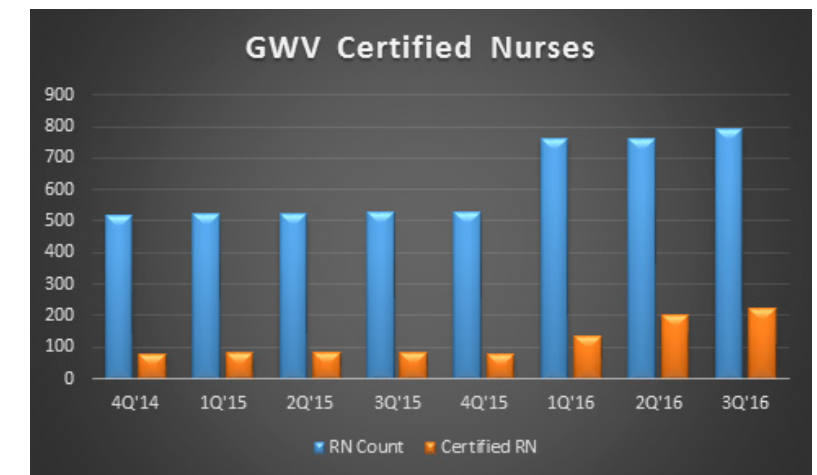
The Preceptor Program was originally designed as a four-hour program to introduce nurses with more than one year of experience to specific department roles. During this class, seasoned nurses in that unit guided preceptors through appropriate orientation paperwork. Afterward, they were required to score “competent” on the Benner scale. As our nurse population grew and many new nurses were rotated in, even the most seasoned nurses on a 3-to-11 or an 11-to-7 shift were only practicing as an “advanced beginner.”

Due to these results, we decided to reevaluate this program and revise the prerequisites to meet the needs of our growing nursing staff.

Now an eight-hour class, the Preceptor Program incorporates our new Nurse Residency Program and focuses on collaboration. Emphasizing critical thinking and identifying realistic goals, nurses participate in real-life scenarios and post-class discussion.

The finalized program content includes:

- Expectations of the preceptor
- Characteristics of a preceptor
- Primary roles of the preceptor
- Assessing learning needs
- Planning learning experiences
- Implementing learning experiences
- Competency validator/evaluator
- Benner’s Novice-to-Expert Model
- Team-building skills
- Communication skills
- Critical thinking development
- Problem solving
- Adult teaching and learning principles
- Evaluator of job performance
- Setting weekly goals
- To-do list
- Documentation requirements



In January 2016, outpatient nurses, CRNAs and CRNPs were added to the total RN count. This graph demonstrates the increase in certification is a direct correlation with this change and the additional programs we’ve implemented to assist nurses in becoming certified in their specialties.



### Geisinger Northeast Nurse Residency Program:

Founded in October 2015, the Geisinger Northeast Nurse Residency Program is designed to help bridge the gap between academia and practice. By partnering with Misericordia University and The University of Scranton, this program provides the new nurse with a unique educational opportunity. The program's 12-month curriculum includes interactive classes that sharpen skills through simulation and help new nurses acquire the judgment, experience and confidence needed to understand the complexities of hospital life. Intended for nurses with less than a year of experience, we partner each individual with a seasoned professional, so they can learn from the shared skills and knowledge of Geisinger's top performers.

### Didactics: 8 hour-long sessions per month for 12 months

#### Monthly sessions at a glance:

Month 1 focus	Organizational commitment & transformational leadership
Month 2 focus	Exemplary professional practice • Teamwork & communication
Month 3 focus	Nursing assessment and simulation
Month 4 focus	Healthy working relationships • Interdisciplinary communication
Month 5 focus	Geriatric & special populations
Month 6 focus	Palliative care and bioethics scenarios
Month 7 focus	Changing patient conditions with simulation and putting it all together
Month 8 focus	New knowledge, innovations and improvement • Translate new knowledge into practice
Month 9 focus	Managing diverse populations • Cultural diversity vs. competency
Month 10 focus	Healthcare reimbursement • Balance fiscal responsibility and bedside nursing
Month 11 focus	Structural empowerment • Lifelong learning • Professional portfolios
Month 12 focus	Empirical outcomes and becoming leaders

### Northeast Nurse Mentor Program:

The Northeast Nurse Mentor Program was started in November of 2016 as a result of our successful first year of the Nurse Residency Program. This program pairs new and novice nurses with experienced nurses to help them transition through the pivotal early stages of their nursing careers. Spanning 8 to 12 months, these relationships are meant to mature interprofessional growth and communication while increasing the retention of new nurses.

## Geisinger Life Flight celebrates 35 years

Geisinger Life Flight® started 35 years ago with a talented team and one highly sophisticated air ambulance helicopter. Determined to continue offering unprecedented service to the communities surrounding Geisinger's broad service area, Life Flight became a vital link between patients and lifesaving care. As Geisinger's system grew, our geographical reach did as well, and the program expanded to better serve central and northeast Pennsylvania.

Today, Life Flight is the regional leader in medical air transportation and nationally recognized in safety, far exceeding requirements from the National Transportation Safety Board in night vision equipment, single pilot instrument flight certifications and satellite tracking systems. The program averages 2,500 flights annually, with 7 state-of-the-art helicopters equipped for adverse weather conditions. Whether we're caring for patients from accident scenes, premature newborns, heart attacks or organ transplant patients, Geisinger's dedicated Life Flight staff is ready and able to handle any life-threatening emergency.

This past year, Geisinger Life Flight made yet another addition to its ever-expanding reach, with a new critical care ground transportation program. This mobile intensive care ambulance has wheels instead of rotors, and it is specially designed to transport patients of all ages throughout the Geisinger Health System service area.

Stationed at Geisinger Medical Center, the ambulance is noticeably larger than most for the enhanced safety and comfort of the patients and crew. It is staffed 12 hours a day with an emergency medical technician, an emergency vehicle operator, a critical care transport paramedic, a critical care transport nurse and a specially trained neonatal transport nurse, as needed.

As the healthcare system grows, Geisinger strives to continually offer the best care for every patient, every time. By expanding Geisinger Life Flight and adding a ground transportation program, more patients and their families have access to the critical care they need.



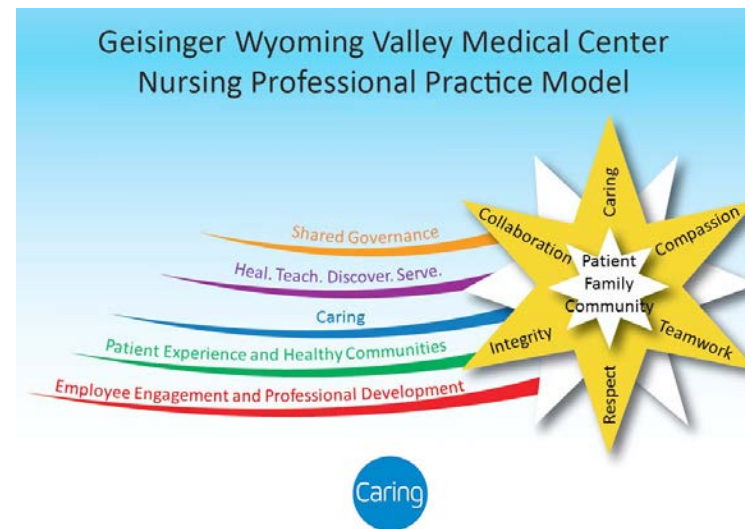
# Exemplary professional practice

## Professional Practice Model

The shooting star of the GWV Nursing Professional Practice Model (PPM) symbolizes our nurses' commitment to providing the highest-quality care to our patients, their families and our communities. The PPM model acts as a daily guide, molding our practice and development through rapid organizational growth and an ever-changing professional landscape.

Jean Watson's Nurse Caring Theory is the basis of PPM at Geisinger, and aligns with the branding changes GWV has developed over the past year. The focus remains on consistent patient experience and offering the best care for every individual, every time.

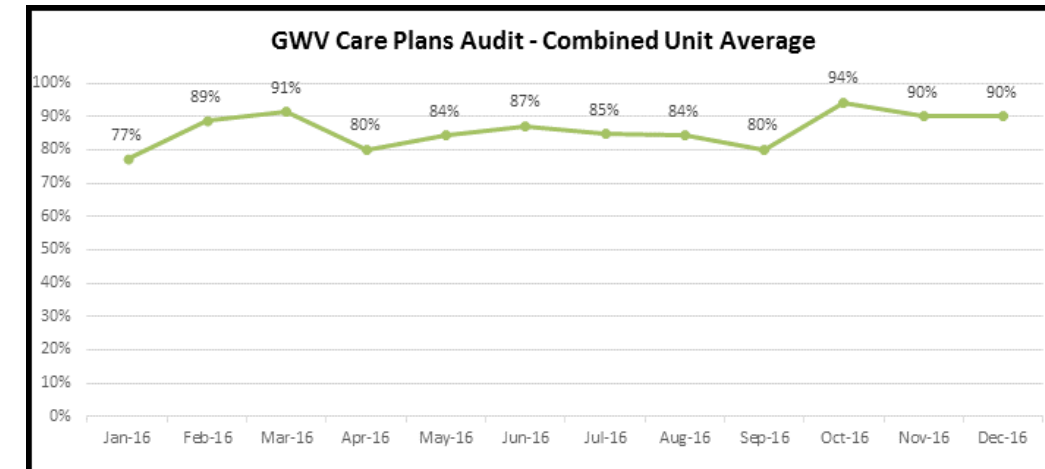
The image, shown at right, can be found posted throughout the hospital as a reminder that nurses utilize PPM as a basis for all care while providing ongoing education about its significance in everyday practice.



# Nursing quality

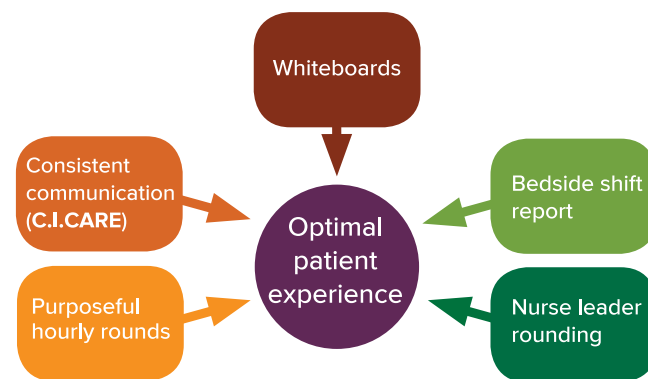
As we continually add to the process of maintaining the most-up-to-date plan of care for our patients, our plans from 2015 to 2016 were audited. The restructured process grants us the opportunity to localize all documents in the electronic medical record, allowing for easier assessment and evaluation.

The electronic nursing care plan is titled "My Story." An individualized, interprofessional plan of care for patients, "My Story" is a snapshot of each patient's progress. It keeps his or her individual care as the focus while remaining collaborative among the healthcare team. Imperative information is easily shared during shift-to-shift handoffs and is automatically kept up-to-date in a meaningful way for each patient.



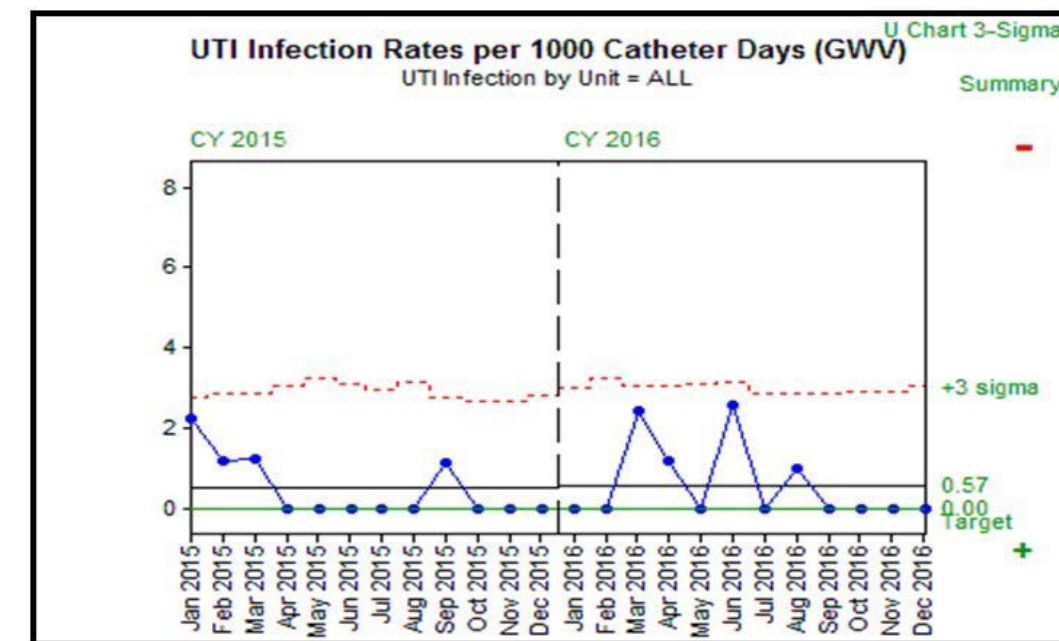
# Patient experience

At GWV, a patient's well-being has always been our focus. Yet as healthcare has evolved, the theory of patient satisfaction transformed into more fluid ideas of service excellence and the patient experience. Though interrelated, these areas of focus are not one and the same. Patient satisfaction makes up only a small part of the full patient experience, which relies on the safety, expectations, comfort, medical advice and individualized attention each patient receives. Success at this type of multifaceted patient experience requires immense teamwork.



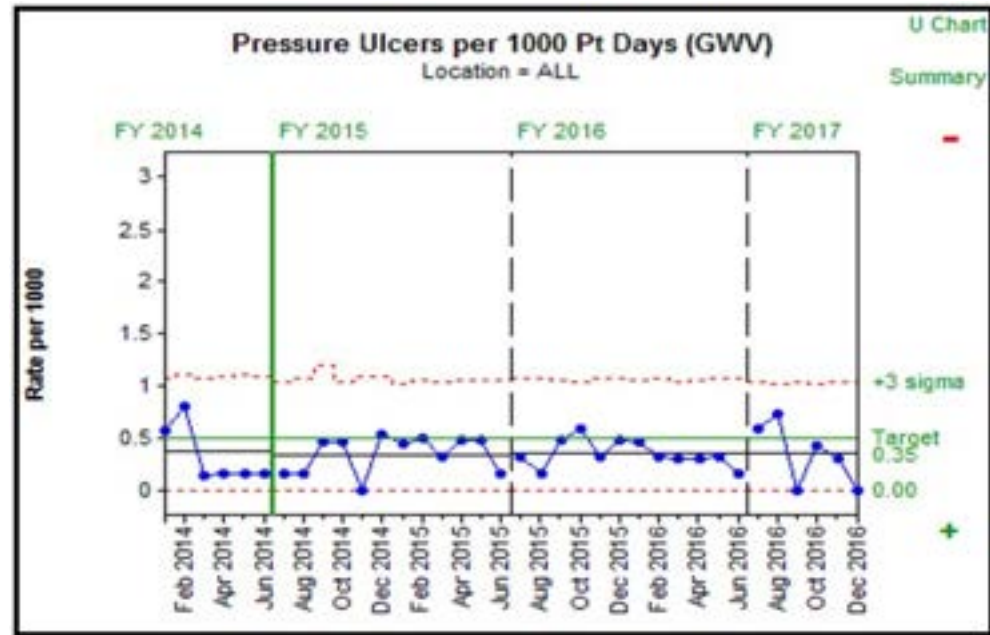
We acknowledge that the full patient experience sits at the center of an intricate web, directly touched by dozens of different aspects of care. Under the banner of caring, every Geisinger Health System employee is charged with changing a culture of tasks to a culture of web-like connection. We must work smarter, include the patient in decisions about his or her care and hold ourselves accountable as a part of this team. In implementing this, we've found great success and improved performance on several nursing units. As patient experience changes, the dynamics of how we deliver the best care changes. As healthcare evolves, we will continue to honor the bequest of Abigail Geisinger when she said, "Make my hospital right — make it the best."

Geisinger Wyoming Valley continues to perform below benchmark for catheter-associated urinary tract infections due to the nurse-driven protocol for timely catheter removal and appropriate catheter care.



## Nursing quality

Geisinger Wyoming Valley continues to perform below the benchmark for hospital-acquired pressure ulcers due to preventive measures, accurate assessments and timely intervention.



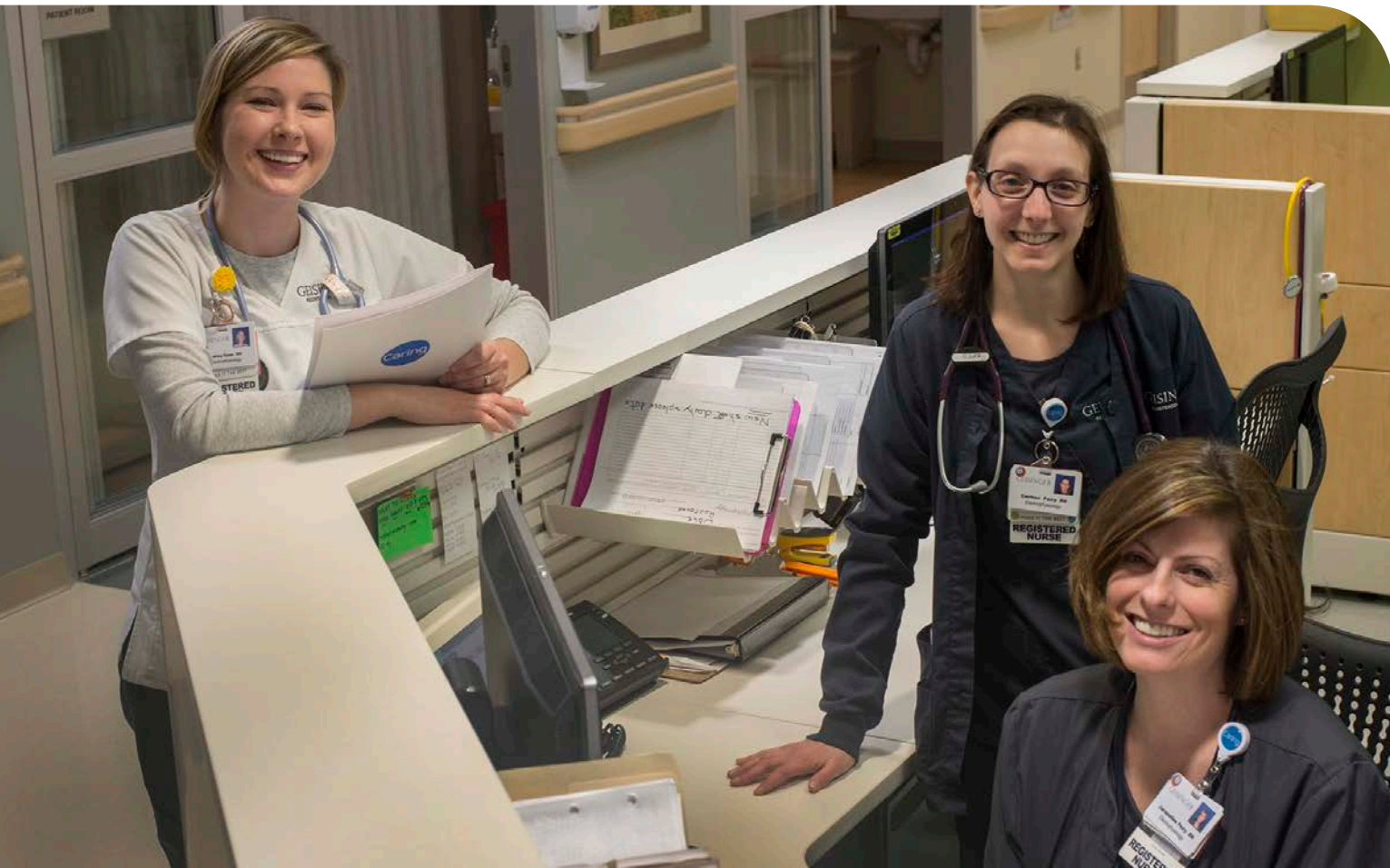
## Unit innovations



Aubre Mayorowski, RN; Tricia Hartman, RN

### Neonatal massage

Aubre Mayorowski and Tricia Hartman are registered nurses in the GWV NICU who completed the process for Neonatal Touch and Massage Certification (NTMC). This is an exclusively neonatal, one-of-a-kind certification for neonatal healthcare providers. It includes current literature through 15 hours of online education and two days of hands-on training. NTMC is clinically applicable for daily caregiving in the NICU and enhances skill development in handling, positioning, skin-to-skin, infant massage and advanced practice techniques such as myofascial trigger point releases. NTMC maximizes the long-term developmental outcomes of infants in the NICU and ensures parent involvement and bonding. Aubre and Tricia are 2 of only 500 neonatal professionals in the country with this distinction.



# Early exercise and mobility in the ICU – GWV

**Assess vented patients 24 hours in advance and update the mobility board list**



**Overnight critical care APs will update the mobility board list if there is a change in clinical status of selected patients**



**8 a.m. – Sedation stopped SAT**  
*(spontaneous awakening trial)*



**9 a.m. SBT**  
*(spontaneous breathing trial)*



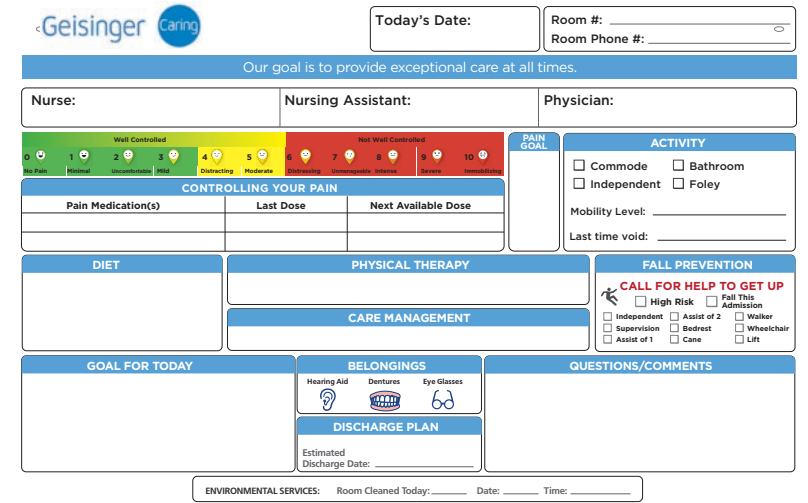
**Patient extubated**  
**Initiate PT/exercise/mobility**  
*(timing for therapy session can be coordinated with RN/PT)*

**Patient not extubated**  
**Initiate PT/exercise/mobility prior to resuming sedation**  
*(if needed, at 50% initial dose)*

In fall of 2015, we learned that only 2 percent of patients on a ventilator were mobile. In response, an interprofessional team of nurses, physical therapists, respiratory therapists and physicians formed a group to focus on increasing mobility. One of the initial changes made to help support the mobility protocol was to move the time of the spontaneous awake trial (SAT) and spontaneous breathing trial (SBT) to the day shift hours to enhance the coordination between daytime RT, daytime RN, physician and advanced practice staff. Another change was moving the time of the SAT and SBT after nursing sign-out had been completed. This allowed the nurse to be more involved with the SBT. Moving the time of the exercise/mobility to after the SBT is completed also allowed for a more effective and interactive therapy session because the sedation was off. Over a 6-month period, the mobility of the vented patients increased from 2 percent to 55 percent.

# Whiteboard standardization

An initiative to standardize whiteboards in each department allowed for consistent communication between the patient and nurse, as well as the patient's friends and family. Each department utilized its based council and shared governance to develop specific whiteboard templates. Information consistent on all department whiteboards included fall prevention, pain management and the patient's goal for the day.



# Device integration – ICU, CSU, PCU

In the fall of 2016, the ICU, PCU and CSU integrated their devices into Epic, our documentation system. By championing this process, we ensured that vital signs, such as BP, HR, respirations, SpO2, arterial line blood pressure, CVP and ECT, flowed directly into the Epic medical record from the Philips monitors. Once the records are flowed in, they appear in pink, visible only to nurses. The nurse must then review and file them as soon as possible so they become visible to providers and other integral staff members, allowing for accurate and real-time vital signs.

# Alarm fatigue

In 2015, the MSICU/PCU CEP nurse team noticed the growing number of cardiac alarms that occurred daily in particular units. Respecting the stress-induced fatigue caused by cardiac alarms, that same team developed a project entitled "It's Quite Alarming," gathering detailed data on the type and frequency of alarm usage. The goal was to eliminate alarm fatigue and provide a safer environment for not only the patients but the nurses, as well.

Because of this project, the policy changed in 2016 so that alarms could be tailored and the new process of device integration was pushed to the forefront. GWV monitors were also updated to include the standardized settings issued by The Joint Commission's 2016 National Patient Safety Goals.

# Enhancing the patient experience with a Do Not Disturb Sleep Protocol

Implemented in November 2016, the goal of the new Do Not Disturb Sleep Protocol is to facilitate patients' uninterrupted sleep between the selected hours of midnight and 5 a.m. During day and evening shifts, nurses identify eligible patients, provide information and enroll those who are interested. The program is offered to a select group of patients only, and eligibility may change if a patient's condition becomes unstable or concerning. If the patient agrees to participate, a sign displaying a moon is placed outside the room to identify enrollment. During the established hours, nurses continue to perform hourly rounds without arousing the patient by observing from the doorway or quietly entering the room.

# Nurse Quality Scorecard

Nurse Quality Scorecard is a database that pulls metrics from chart documentation in Epic. The metrics for documentation compliance are admission assessments, hourly safety rounds, learning assessments, mobility, pain assessment, pain intervention, restraint monitoring, restraint removal, skin protection and VTE prevention. The Nurse Quality Scorecard can be filtered by campus, by department and by nurse, and provides our staff with a regular and accurate audit of quality metrics.

Metric Name	% Compliance	Opportunities
Admission Assessments	75%	16,738
Hourly Safety Rounds	90%	2,164,273
Learning Assessments	43%	24,551
Mobility	57%	97,531
Pain Assessment	99%	439,933
Pain Intervention	90%	298,984
Restraint Monitoring	80%	49,367
Restraint Removal	71%	1,673
Seclusion	0%	55
Skin Protection	92%	372,661
VTE Prevention	81%	164,377

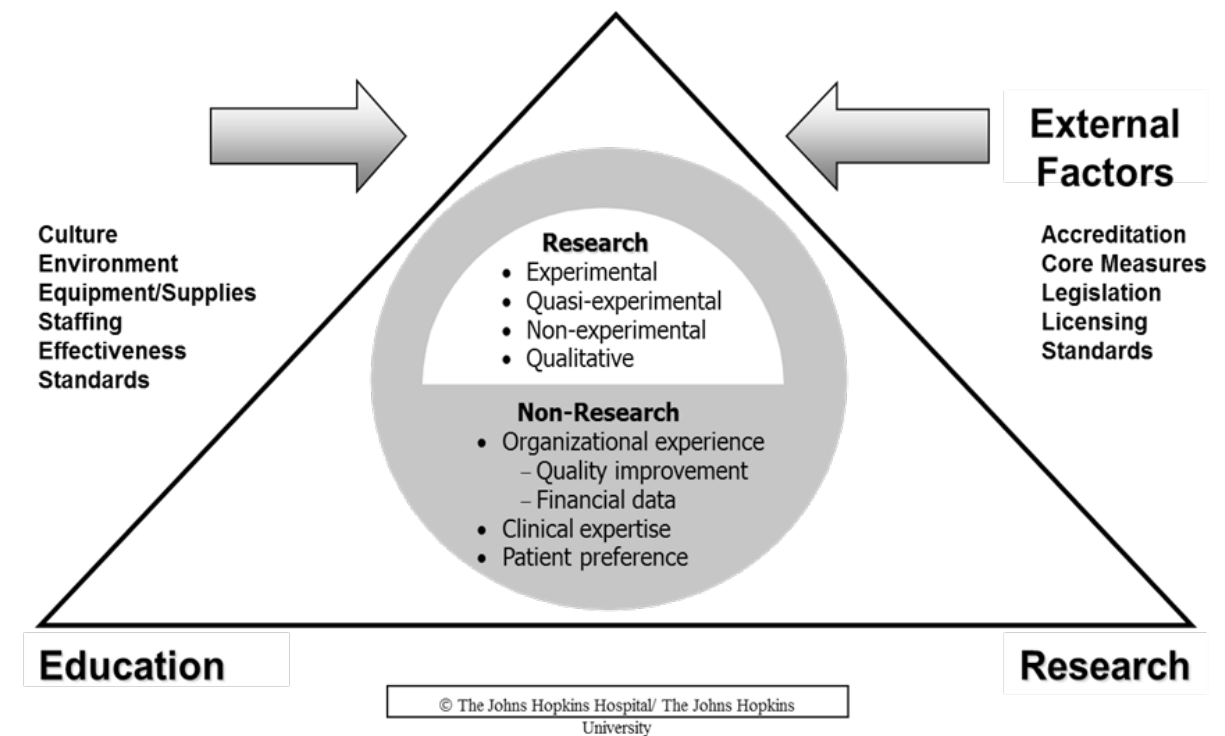
Nurse Quality Scorecard - Copyright © 2014 - Geisinger

# Nursing Research Conference

The annual Nursing Research Conference, Evidence-Based Practice: The Keys to Quality Patient Care was held Nov. 4, 2016, at the Henry Hood Center for Health Research. More than 120 nurses attended to watch nurse research experts present evidence-based practice (EBP) projects and techniques.

Presenters from external facilities included Catherine D. Catrambone, PhD, RN, FAAN, president of Sigma Theta Tau International, associate professor of the College of Nursing at Rush University; Theresa A. Tulaney, MS, RN, GCNS-BC, assistant chair of Nursing, clinical assistant professor/clinical coordinator at Marywood University Department of Nursing, Scranton, PA; and Kathleen Murphy White, PhD, RN, NEA-BC, FAAN, an author of the Johns Hopkins Nursing Model of EBP, associate professor and director of Masters of Entry into Nursing School of Nursing at Johns Hopkins University, Baltimore, MD.

Geisinger participated with eight posters and three podium presentations. This educational event taught nurses how to utilize the process of applying EBP in their daily practice to better improve patient outcomes.



## Magnet activities

Nurses who are members of the Magnet Champion Team are committed to caring for their community. They participate in education along with various activities throughout the year to help solidify this commitment. Over the past year, the Magnet Champion Team increased from 5 to 19 Magnet Champions.

Excellent examples of our nurses volunteering to care for the community include:

- **Members of GWV's Magnet Council volunteered at the St. Vincent De Paul Soup Kitchen.**



- **Magnet Champions and nurses from GWV volunteered at the David A. Salata Memorial 5K, where all proceeds benefited the David A. Salata Nursing Endowment at Geisinger.**



Kellie Capone, Tom Gibbon, Colleena Jenceleski, Michele Wrazien, Candice Dutko, Jodell Salata, Lindsey Ford and Kathy Scavone at the Second Annual David A. Salata 5K.

- **The check presentation of \$7,315 from the Second Annual David A. Salata 5K Run/Walk benefited the Nursing Education Endowment at Geisinger.**

## Nurses selected as Employee of the Month

Geisinger's Employee of the Month program recognizes the excellent staff members of GWV. Patients and coworkers nominate those who are deserving of recognition for going above and beyond in their daily practice.

### 2015 Employees of the Month

#### January

Kyle Atchison, LPN, nurse supervisor, Pulmonary

#### April

Trease Marie Ott, LPN, Emergency Room

Allison Tomczyk, RN, OB

#### June

Sherry Hogan, RN, PCU

October Janel Suda, RN, MS4

### 2016 Employees of the Month

#### January

Diane Montagna, RN, Endoscopy

#### July

Suzanne Billings, RN, Emergency Room

#### August

Gabrielle Kaschak, RN, MS 5 West

Amanda Dalessandro, RN, administrative team coordinator, ICU

# 2016 Nurse Excellence Award winners

Each year during Nurses Week, Geisinger recognizes outstanding nurses through the Nurse Excellence Program. This program encourages and recognizes excellence in the provision of nursing care (direct and indirect) by Geisinger nurses. Biweekly paid RNs and LPNs are eligible for nomination. Nominees must have a minimum of one year of experience working at their present level in nursing and a current satisfactory performance appraisal. Exempt nursing personnel, such as operations managers, are also eligible.

Nurse Excellence Award winners were announced at a ceremony held on May 9, 2016.

### Partner in Excellence:

Alicia August, Surgical Tech, OR

Colette Wallace, UDC, MS4

### LPN Nurse Excellence:

Maria Zaccone-Simko, LPN, Dallas Clinic

### RN Nurse Excellence:

Danielle Rapson, RN, RCU

Tricia Hartman, RN, NICU

Anita McCole, RN, Dallas, Medical Home

Susan Siley, RN, Float Pool

JoAnne Zeske, RN, MS4

### Expanded Leadership:

Candice Dutko, RN, Clinical Coordinator, MS6E

### Expanded Practice:

Judy Santo, RN, Nursing Education

### 2016 Nursing Spirit Award



MSICU won the Nursing Spirit Award during Nurses Week with their poster exemplifying the theme “Why I Became a Nurse.”

## Caught Being Great

The Caught Being Great peer-to-peer recognition program began in January 2016. An ABIGAIL standard is spotlighted each month, and staff are nominated by their peers for doing great work. Honorees then have the responsibility to pay it forward by nominating a peer from another department the following month. Over 250 staff members at GWV have been recognized since the program started.

## Nightingale Awards of Pennsylvania

The Nightingale Gala is held each fall in Harrisburg, Pa., to honor nurses from nine specialty categories. Nomination is an honor, and selection as a finalist is a prestigious recognition of a nurse's contributions to his or her profession. This year, Geisinger's Terri Bickert, DNP, RN, NEA-BC, vice president of GHS System Nursing Education, Magnet and Research was a finalist in the Administration-Executive/CNO category.

There were three nominees from GWV: Sue Siley, RN; Judy Santo, RN; and Candice Dutko, RN.



# New knowledge, innovations and improvements

GWV champions clinically significant nursing studies to support its tradition of excellent patient care. We are fortunate to have the support of Susan Robel, chief nursing officer for GHS, and Angelo Venditti, chief nursing officer for Geisinger Northeast, who focus on quality innovation and professional growth for all nurses. Their support is further solidified by the addition of Adele Spegman, PhD, RN, in Nursing Research, who partners with Mary Margaret West, PhD, RN, director of System Nursing Research, and Terri Bickert, DNP, RN, NE-BC, vice president of Nursing, to promote and assist with research development.

## Current and closed research projects at GWV 2016

A structured educational program for community-dwelling older adults	Loriann Pajalich; Adele Spegman
Facilitators and Barriers by Registered Nurses and Licensed Social Workers to Care Transitions of the Elderly: A Focus Group Study	Adele Spegman; Donna Volpe
Increasing Evidence-based Practice Use of Insulin Therapy in Hyperglycemic Emergencies to Improve Patient Outcomes	Rachel Oldham; Adele Spegman
Examining the Health of Front-Line Nurses	Lauren Murphy; Adele Spegman
Use of a Person Centered Care Planning Process to Honor Risky Choices of Long-Term Care Residents: A Focus Group Study	Liza Behrens
The Impact of a Text-Based Messaging Smoking Cessation Intervention in Adult Smokers	Charlene Zablottney; Adele Spegman

## 2016 Evidence-based practice projects

Methods to Increase Blood Donation. Mary Ann O'Brien, RN, MSN, CCRN, CNE; Darlene Gubino, RN, BSN; Janine Brosius, RN

Telemedicine to provide expedient and optimal care for the wound ostomy patient. Michael Cola, BSN, RN, CCRN, (presenter) GCMC; Mary Ellen Dziedzic, MSN, RN, CWOCN, GWV/GCMC

Aiming for the Zero Factor: Using Evidence-Based Protocols to Decrease Hospital-Acquired Pressure Injuries (Ulcers) Across the Northeast Region of the Geisinger Health System. Mary Ellen Dziedzic, MSN, RN, CWOCN; Maurie Tasse, BSN, RN, CWOCN

Early Exercise and Mobility in the ICU. Alvin Sharma, MD, FCCP; Michael DiMare, PT, DPT; Dawn Flaherty, RRT; Allison Brislin, RN; Donna Tuncavage, RN, CCRN; Donna Tuncavage, RN, CCRN; Charles Bendas, MD; Rene Rymar, PA-C; Kim Zikowski, MSOT, MBA; Grace Goodhew, MBA

Quality Improvement: Standardization of Obstetric Professional Nursing Practice throughout Geisinger Health System. Elissa M. Concini, BSN, RNC-OB, C-EFM, CBC, CCE; Tracy Koller, BSN, RNC-OB, C-EFM, CBC, CCE; Ann Parks, MSN, MBA, RNC-OB, C-EFM; Rachel Cunniffe, BSN, RN, CBC; Allison Tomczyk, BSN, RN; Nadine Bruno, BSN, RNC-OB, C-EFM; Elizabeth Sharpless, BSN, RNC-OB

Pain Management Bundle to Improve Patient's Perception of Pain. Lindsey Ford, MSN, RN, Director of Nursing Education and Magnet Geisinger Northeast

Improving Awareness and Security during High-Risk Scenarios in the ICU at GWV. Amanda Dalessandro, BSN, RN, CCRN; Carmen Attanasio, RN; Dan Serfass, RN, CCRN; Kerry Hoffman, BSN, RN; Donna Tuncavage, RN, CCRN; Lea Clark, RN CCRN; Tim Malchitsky BA

Increasing barcoding compliance. Donna Tuncavage, RN, CCRN; Lauren Murphy, MSN, RN, ACNS-BC; Diane Halliday, BSN, RN; Yvette Helmbold, BSN, RN, NI; Lynn Mensch, CBCC

## 2015 Evidence-based practice projects

It's quite alarming: Alarm fatigue among critical care nurses. Lea Clark, RN, CCRN; Amie Rodzinak, MSN, RN, ACNS-BC; Anita Baldoni, BSN, RN; Megan Cleary, BSN, RN, CCRN; Kerry Hoffman, BSN, RN; Danielle Nebzydoski, BSN, RN; Judy Santo, BSN, RN, CMSRN

Discharge preparedness: Are our patients ready for discharge? Donna Serrenti, RN; Diana Penko, RN; Vicky Corby, BSN, RN; Amie Engle, RN; Bridget Potter, BSN, RN; Beverly Free, BSN, RNC-NIC

Stop the Clot: Awareness, education and compliance with VTE prophylaxis. Julianna Tierney, BSN, RN; Lisa Barge, BSN, RN; Scott Dudick, RN; Michael Gacek, BSN, RN; Carey Greives, BSN, RN; Kathleen Mozdian, RN; Jane Stredney, BSN, RN; Eric Taylor, BSN, RN



# Geisinger Health System Nursing Strategic Plan: 2016 – 2019

**Mission:** Sustain a work environment in which nurses excel in patient-centered care, education, innovation and community service.

**Vision:** Nursing commits to provide quality care resulting in optimal patient/family/ community experience and outcomes through strong staff engagement, shared governance and professional development.

**Values:** Compassion & caring; integrity & respect; collaboration & teamwork

**Strategic priorities:** Patient experience, employee engagement, healthy communities and professional development

<p><b>Goal 1:</b> <b>Patient experience –</b> Excellence for every patient, every time.</p>	<p><b>Goal 2:</b> <b>Employee engagement –</b> Revitalize the team: Work together to achieve greatness.</p>	<p><b>Goal 3:</b> <b>Health of community –</b> Promote optimal population health.</p>	<p><b>Goal 4:</b> <b>Professional development –</b> Advance the practice of nursing.</p>
<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Achieve patient experience bundle competence, including consistent communication (C.I.CARE).</li> <li>2. Outperform the benchmark for identified quality metrics.</li> <li>3. Achieve efficiency related to financial goals.</li> </ol>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Transformational leaders will inspire team performance.</li> <li>2. Strengthen shared governance practices to engage &amp; empower staff.</li> <li>3. Encourage involvement in staff health &amp; wellness.</li> <li>4. Continue integration of relationship-based care practices across the system.</li> </ol>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Improve access to healthcare through capacity management activities: transitions of care.</li> <li>2. Promote care coordination to reduce fragmentation to enhance each patient's transition of care.</li> <li>3. Support actions to meet the Community Health Needs Assessment priorities.</li> </ol>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Maintain a competent and compassionate workforce.</li> <li>2. Increase the percentage of BSN, advanced degree and certified nurses.</li> <li>3. Support professional growth of nursing employees.</li> <li>4. Promote scholarly activity, such as grants, research and publications.</li> </ol>

**Philosophy:** The patient/family/community is the center of everything we do — our true north. Geisinger's professional nursing practice is founded on the theory of human caring by Jean Watson. [add others if appropriate per campus] We base our practice on ANA & professional standards and in compliance with regulatory guidelines.