Exceptional nurses.
Exceptional care.

Nursing Annual Report 2013

MAGNET
RECOGNIZED

AMERICAN NURSES
CREDENTIALING CENTER

Bethesda North Hospital, Good Samaritan Hospital,
Bethesda Arrow Springs, Good Samaritan Western Ridge

TriHealth
Nursing

Bethesda North Hospital | Good Samaritan Hospital | Bethesda Butler Hospital
Bethesda Arrow Springs | Good Samaritan Western Ridge | TriHealth Evendale Hospital
Hospice of Cincinnati | SHARE Occupational Health Nursing

Another Great Year!

It's been another great year for TriHealth Nursing...a year of growth, change and opportunity. Last year, we were caught up in the excitement of receiving Magnet Recognition. This year, the recognition continues: a gold-level Beacon Award for Excellence for Good Samaritan's Neuroscience Unit from the American Association of Critical-Care Nurses; Bethesda North's gold seal of approval as an Advanced Primary Stroke Center from The Joint Commission; Good Samaritan's gold seal of approval for hips, knees and shoulders; and the National Emergency Nurses Association's Lantern Award granted to Bethesda North's Emergency Department.

Managing Growth

As TriHealth has continued to acquire and expand facilities, we have welcomed wonderful caregivers from Bethesda Butler Emergency Department, Bethesda Surgery Center and TriHealth Evendale Hospital. We respect their cultures and efficient operations, and we are gradually assimilating them into our councils and committees.

We also celebrate personal growth, with an increasing number of nurses attaining degrees and certifications, incorporating evidence-based nursing practice and pursuing exciting new research. These professional growth opportunities contribute to the quality of care we provide to our patients at all of our TriHealth locations.

Embracing Change

Through TriHealth 2020 projects, nurses are looking at ways to deliver quality while improving efficiencies. These goals align with our professional goals to function at the top of our licensure, resulting in increased patient satisfaction, staff satisfaction and physician satisfaction. The ultimate objective is to survive and thrive in the midst of national health care reform.

Seizing Opportunity

We're aligning with our physician institutes and physician colleagues and learning to work with outpatient providers to improve continuity of care. Through Patient and Family Advisory Councils, we are asking patients to give us their perspective on how to improve the patient and family experience.

In addition, improvements made in reducing falls and hospital-acquired pressure ulcers (HAPUs) show what we can do when we really focus on something. The results are incredible.

We thank each of you, our nurses, for your commitment and your passion for excellence, which make all of this possible.

Mary Irvin, RN MBA

Mary Irvin, MSN, MBA, RN, NEA-BC
Senior Vice President and Chief Nurse Executive, TriHealth

Stefanie Newman RN

Stefanie Newman, MSN, RN, NEA-BC
Vice President and Chief Nursing Officer, Bethesda North Hospital

Paula Niederbaumer

Paula Niederbaumer, MSN, RN, CNP-BC
Vice President and Chief Nursing Officer, Good Samaritan Hospital

Transformational Leadership

Through their vision, influence and clinical knowledge, nurse leaders use creative energy to solve problems and birth innovative ideas.

Hospital Acquisition: TriHealth Evendale Hospital

TriHealth Evendale Hospital officially became part of TriHealth in January 2013, performing 18,000 procedures annually and bringing more than 100 additional nurses into the TriHealth system. The Evendale campus includes 10 operating rooms, 29 inpatient rooms and extensive diagnostic and imaging facilities. Services range from inpatient surgery to orthopedics, gynecology and outpatient imaging.

TriHealth also acquired TriHealth Evendale West Surgery Center, northwest of downtown. The west outpatient surgery facility, which performs 4,500 same-day surgeries annually, has four operating rooms and two procedure rooms, and employs 11 full-time and 10 part-time TriHealth nurses, who work in surgery, preoperative and postoperative care, endoscopy and management.

Clinical Nurse Leaders (left to right) Lauren Hartwig, Pam Johnson, Andrew Doebler, Heather Nordstrom and Linda Bova help ensure quality, safety, service and value for their units' most complex patients.

Clinical Nurse Leaders Strive to Impact Positive Patient Outcomes

Five clinical nurse leaders (CNLs) were appointed in FY 2013 to improve health care outcomes for patients. CNLs meet monthly to share best practices, and examine data on length of stay, hospital readmissions and cost per case. They design, implement and evaluate clinical practice changes that positively impact patient plans of care and outcomes. Other roles of the CNL include:

- Resource for evidence-based practice at the unit level

- Facilitator and coordinator for complex cases

- Collaborator with interdisciplinary team members

As Bethesda North 5-200 Clinical Nurse Leader Pam Johnson, MSN, RN, CNL, explains, "I'm here to help decrease length of stay and prevent readmission but also to ensure patient-centered care—bringing everyone on board so the patient's voice is heard and patient goals are met."

ED Mentoring Program Kicks Off at Good Samaritan

Responding to orientees' requests for more structured support in their new jobs, Good Samaritan's Emergency Department introduced a mentoring program in 2013 to improve the transition of new hires. Through this voluntary program, a mentor is assigned to each new nurse for a year. The ED's Shared Leadership Committee initiated the program, and Staff Nurse Kathleen Flaherty, BSN, RN, collaborated on its implementation as part of Flaherty's RN to BSN degree work.

The goals of the mentoring program are to improve retention of new employees, increase professional development, improve patient outcomes and standard of care, and strengthen teamwork. Good Samaritan's ED will share the program with TriHealth's other EDs at Good Samaritan Western Ridge, Bethesda North Hospital, Bethesda Butler and Bethesda Arrow Springs.

Shared Leadership Committees Generate Positive Changes

Unit-based groups of staff nurses throughout TriHealth's hospitals meet routinely to improve nursing practice and policies. Among nursing unit accomplishments in FY 2013 were:

- Creation of a volunteer program for surgery and recovery waiting areas at North Ambulatory Surgery Center (NASC) to enhance communication with families and make them feel more comfortable

- Debriefing huddles after patient falls to analyze causes, address issues and disseminate steps for prevention

- Implementation of a new PCA shift starting one-half hour before the RN shift change, for better patient care coverage

- Organization of unit community activities, such as charity walks and adopt-a-class

- Welcome/orientation book for patients

- *Visit Team Coordinator* role created to organize and assist with patient flow in Bethesda North's Pre-Surgical Services (PSS)

- Toileting in Advance of Need (TIAN) initiative to anticipate patients' needs and prevent falls

- Regional voicemail lines set up for hospital liaisons to contact Hospice of Cincinnati

- On-call policy revision at Bethesda Arrow Springs for a more consistent and balanced scheduling of on-call hours among staff

- Redesigned job duties for phlebotomy and unit coordinators

- Pre- and post-cardiac-rehabilitation evaluation of depression using a new evidence-based scale

Twenty-four nurses from Good Samaritan and 22 from Bethesda North graduated from the College of Mount St. Joseph in May 2013 through TriHealth's onsite RN to BSN program. TriHealth also supported RN to BSN programs onsite through the Good Samaritan College of Nursing and Health Science and online through Ohio University. In addition, TriHealth had 32 nurses enrolled in a part-online, part-classroom MSN program through the College of Mount St. Joseph.

- Working to increase throughput and decrease wait times in the Outpatient Cancer Care Center (OPCC) at Good Samaritan

Leadership Training Through Corporate Education

During FY 2013, Corporate Educational Services and the TriHealth Leadership Academy added several offerings to develop its nursing leaders:

- TriHealth Nurse Manager Leadership Series for TriHealth's 40 nurse managers. Topics delivered by an external consultant included delegation, communication, change and internal transitions, and conflicts of interest.

- *Success from the Start*, a new and enhanced approach to successful onboarding of leaders at all levels, offering a resource guide, kickoff session, and e-learning modules and instructor-led classes.

- *Connecting with Others: Reaching Performance Potential through Inclusion*, a workshop presented in partnership with the Office of Diversity to develop strategic skills for valuing differences and connecting with a wide scope of individuals.

- Ongoing book clubs and 90-minute Leadership Express seminars on topics such as creating a workplace with humor, creativity and results.

Structural Empowerment

Solid structures and processes create an innovative environment where professional practice flourishes and relationships with the community contribute to improved outcomes.

Strengthening Patient- and Family-Centered Care

Seeking patient and family input to improve the health care experience, TriHealth has established three initial Patient and Family Advisory Councils: one council for the entire health system, one specifically for Hospice of Cincinnati, and one for Perinatal Services at Good Samaritan. Plus, plans are under way for additional service-specific advisory councils.

Former patients and family members participate on the councils alongside employee representatives and executive administration. The members focus on implementing the four principles of Patient- and Family-Centered Care (PFCC): dignity and respect, information sharing, family participation and collaboration.

"We talked about what else we could do to promote patient-centered care," says Tonya Johannemann, MSN, RN, NEA-BC, director of Perinatal Services at Good Samaritan. "We're not the ones sitting in that bed. We need to hear from patients and families what they need. In our council meetings, we're experiencing their experience at their level."

Tim Conley is one of several former patients and family members who attend Patient and Family Advisory Councils to voice their perspectives on how to improve the medical care experience.

Ideas considered and improvements made by the councils include:

- Conference calling on rounds to include family members of high-risk OB patients

- Revising the Condition Care poster placed in all hospital patient rooms

- Creating an obstetrical services brochure, using input from patients on what they want and need to know

- Offering evening or weekend hours for outpatient infusion centers

- Revising the Hospice consent form to make it easier to understand, and inserting tabs in the admissions binder to make information easier to find

"Our council has helped us with various processes and written materials. Seeing through the eyes of the patient and families has helped us with clarity and softening the message," says Connie Kreyling, MSN, RN, CHPN, director for Clinical Services for Hospice of Cincinnati. "The members are so engaged and interested."

TriHealth 2020

Nursing took part in projects to support TriHealth 2020, a system-wide effort to gain efficiencies and eliminate waste by continuously transforming systems, practices and tools throughout the integrated TriHealth system. Key nursing projects in FY 2013 included:

- Capacity Management projects to determine strategies for providing overflow beds and optimal nurse-to-patient ratios at both hospitals, and consolidation of critical care beds at Good Samaritan

- Perioperative Services projects at Bethesda North and Good Samaritan Hospitals to create a strategic plan and optimize operating room time and patient throughput

"We have looked at some of the nation's top hospitals and databases to determine what would be best for our system," says Stefanie Newman, MSN, RN, NEA-BC, vice president and chief nursing officer, Bethesda North Hospital. "We deliver quality, safe care here at TriHealth, and we want to continue to deliver that care and improve."

TriHealth 2020
Our Future | Your Vision

TriHealth Connect Upgraded, Supported

During FY 2013, TriHealth nurses assimilated TriHealth Connect, TriHealth's electronic medical records system, into bedside practice. The system was upgraded in May 2013.

Four Clinical Informatics consultants were appointed in FY 2013 to be liaisons, advocates and spokespersons to help Nursing and other clinical staff provide input and adapt to changes as TriHealth Connect evolves. All consultants bring both nursing and computer experience to their Informatics specialty, which integrates health science, computer science and information science to improve practices.

Managing Neonatal Abstinence Syndrome

Neonatal Nurse Practitioners Patti Froese, MSN, NNP-BC, and Amy Byrne, MSN, NNP-BC, taught nurses in FY 2013 to use the Finnegan Scoring Tool to evaluate newborns with Neonatal Abstinence Syndrome. Standardized use of the tool in Good Samaritan's Neonatal Intensive Care Unit (NICU), Bethesda North's Special Care Unit (SCU), and Mother/Baby units at both hospitals is part of a statewide, multi-year study by the Ohio Children's Collaborative, aimed at providing optimal care for babies undergoing withdrawal from opiates absorbed in utero.

The best-practice tool helps doctors determine which babies require medication to manage withdrawal symptoms and avoid seizures from opiates taken by their mothers. Froese and Byrne, assisted by Melissa Yockey, RN, at Bethesda North, are reporting outcome data to the Children's Collaborative.

Since 2009, nurses in Cincinnati have seen a six-fold increase in babies born with withdrawal symptoms. To help console babies through a difficult time, volunteer cuddlers at Good

Samaritan hold babies and try to comfort them as they work through withdrawal. The nurse practitioners also have created a pamphlet for families to help them soothe and care for babies who have been exposed to opiates.

Revised Shared Decision-Making Structure

In 2013, TriHealth Nursing's Leadership Council called the triennial Shared Decision-Making (SDM) Task Force to action to review and revise the SDM structure and guidelines. Highlights of the SDM changes and revisions included:

- Creation of a new diagram to depict the revised SDM structure (see above)

- Renaming Management Council to Operations Council to better reflect the accountabilities of the council. The Clinical Documentation Content Committee was renamed Informatics Committee

- Formation of two new committees: Advanced Practice Nurse (APN) Committee and Clinical Competency Committee

Nurse Residency Program Resumes

To foster a smooth transition from academics to nursing practice, TriHealth resumed its Professional Nurse Residency Program for new graduates in 2013. The program had been suspended as TriHealth participated in the National Council of State Boards of Nursing (NCSBN) "Transition to Practice" research program during 2011–2012.

Based on best practices identified by the study, new graduate nurses are assigned a preceptor, and they complete six online learning modules, attend two networking sessions and have opportunities for research during their first year of employment.

Nursing Certification Rises

To support nurses who want to increase their knowledge and prepare themselves for specialty certification, several nursing areas assisted staff by holding on-site review courses, purchasing books and paying for review courses and certification exams.

TriHealth Certified Direct Care Nurses

	2009	2010	2011	2012	2013
Certified	13.5%	17.8%	21.3%	23.3%	24.6%
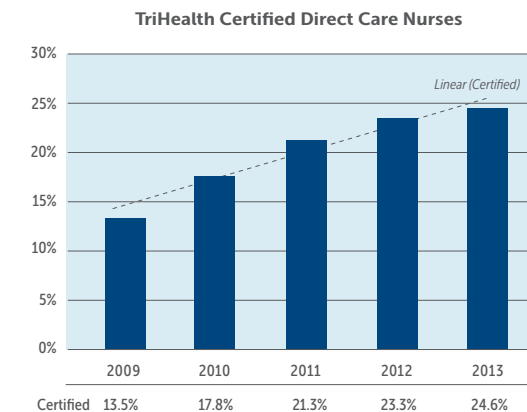
Community Outreach

TriHealth nurses' commitment to improving the health status of all people they serve is not confined within the walls of the system's facilities. Here is a brief sampling of community activities through which nurses further TriHealth's mission.

• TriHealth Cancer Institute provides Care Plan, a lifelong follow-up for patients who have completed their cancer treatments. A Survivorship Workshop was presented for post-cancer-treatment patients in April 2013 to address topics such as exercise and fatigue management, peripheral neuropathy and sexuality issues.

• TriHealth nurses were part of a corps of nurse volunteers who contributed 1,386 hours at the Good Samaritan Free Health Center of Price Hill in FY 2013. The center provides basic medical services, such as diagnosis and management of hypertension, diabetes and back pain, and had 4,805 patient visits in FY 2013, more than doubling the number of visits from FY 2012.

• Bethesda North Maternity Services nurses coordinated an annual "Exploring" program with the Dan Beard Council of the Boy Scouts and several clinical and administrative departments at TriHealth to introduce high school students to a variety of health careers. Selected students toured various hospital departments weekly for several weeks.

• Perinatal Programs provided a booth at the Santa Maria Health Fair in Price Hill to educate at-risk women, particularly Hispanic and Appalachian women, about the importance of prenatal care. Perinatal Programs also worked with the Ohio Collaborative: Turning up the Volume on Infant Mortality to explore the impact of case management on women with preterm labor, diabetes, opiate addiction and language barriers.
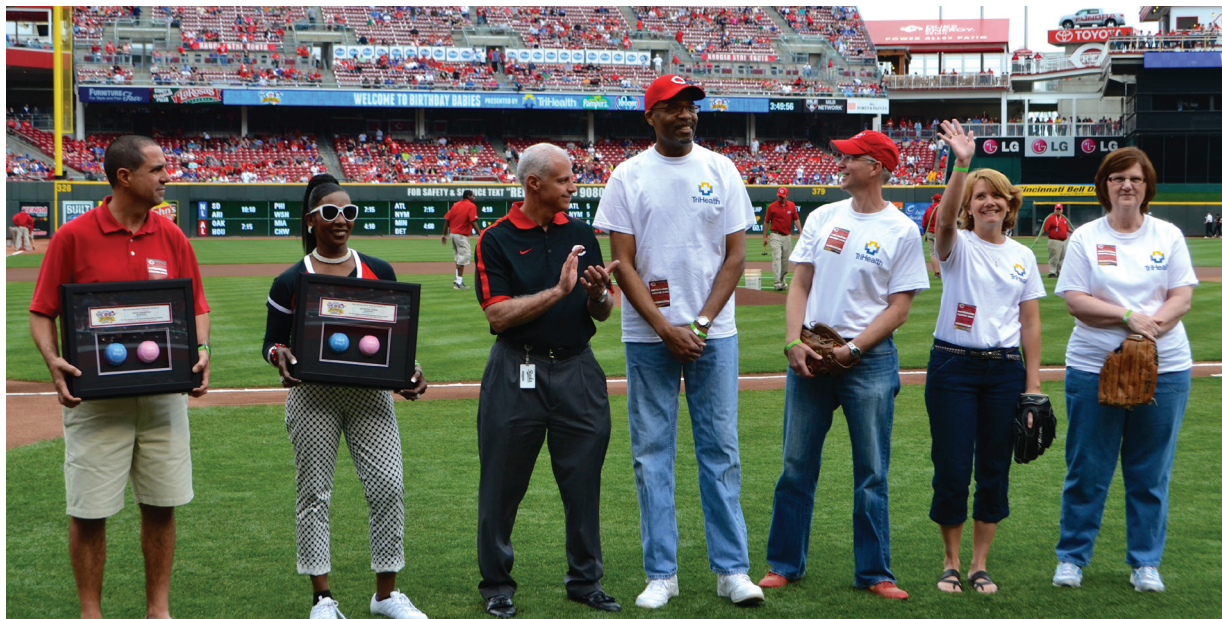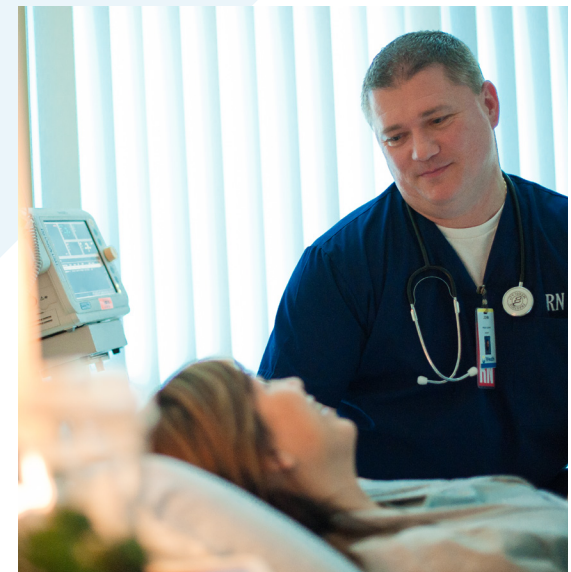

Bethesda North Maternity Services Nurse Jeanie Hollander (waving, second from right) took part in TriHealth's Reds Birthday Babies in May 2013, a game-day event with fun activities and health education to celebrate babies born at TriHealth hospitals.

• Bethesda North Hospital hosted the Ninth Annual Greater Cincinnati Emergency Nurses Association Educational Symposium in June 2013.

• Bethesda Arrow Springs and Good Samaritan Western Ridge Emergency Department staff provided health screenings and education at events and festivals in their communities. They also contributed to neighborhood community food banks.

• Nurses from Bethesda North's Ambulatory Treatment Center volunteered at two free, public skin cancer screenings sponsored by TriHealth Cancer Institute.

• TriHealth nurses participated in mission trips to Africa, Belize, Ecuador, and other parts of the world and the U.S.

• Individual nurses and units served in soup kitchens and participated in charity walks/runs, such as the Heart Mini Marathon, Hike for Hospice, Leukemia and Lymphoma Society Light up the Night Walk, and breast cancer awareness walks.

• TriHealth Nurse Midwives had 35 women complete its Centering Pregnancy Program last year. The midwives' patient percentage of low birth weights is just 0.5%, compared to 8% for Hamilton County. The midwives also saw 967 patients at Winton Hills Medical Center and 1,263 patients through the Healthy Beginnings Program for uninsured women.
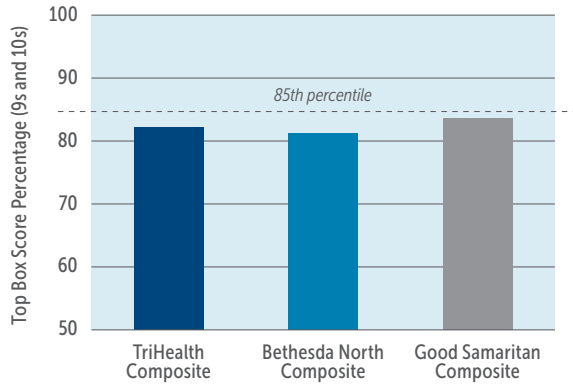
TriHealth Patient Satisfaction Scorecard
Overall Hospital Rating for FY 2013

Top Box Score Percentage (9s and 10s)

85th percentile

- TriHealth Composite
- Bethesda North Composite
- Good Samaritan Composite

TriHealth Patient Satisfaction Scorecard
by Quarters and by Services, FY 2013

National Percentile*

Target

85

| Inpatient | Same-Day Surgery | Outpatient | Emergency |

Q1 13, Q2 13, Q3 13, Q4 13 (for each service category)

- ■ 95th percentile or above
- ■ 90th percentile or above
- ■ 85th percentile or above
- ■ 80th percentile or above
- ■ Below 80th percentile

*Percentage of hospitals TriHealth outscored in a select national database.

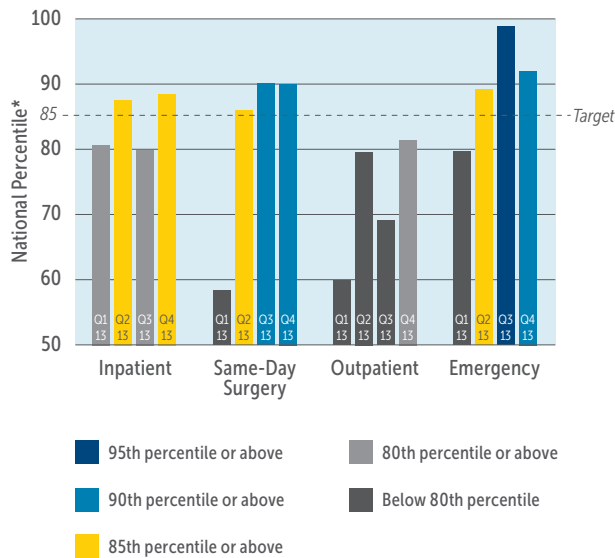# Exemplary Professional Practice

Our professional practice model, "Caring for People First," guides patient- and family-centered care. We collaborate with other professionals to create a safe, healing environment that is ethically based, sensitive to diversity and focused on quality.

Patient Satisfaction Scores

In FY 2013, TriHealth raised its target for patient satisfaction scores from the 77th percentile to the 85th percentile. Composite scores for Bethesda North, Good Samaritan and TriHealth fell slightly short of the 85th percentile. However, both same-day surgery and the emergency departments exceeded the 85th percentile in three of four quarters, and inpatient care exceeded the goal in two quarters.

To measure patients' satisfaction with the care they receive, TriHealth hires an independent company to make phone calls to discharged hospital patients. The company calculates the percentage of patients who rate their overall experience a score of nine or 10, out of a possible 10. This percentage is then measured against other hospitals in a national database to create a national percentile.

"Although we didn't achieve the 85th percentile for overall care, we will continue to look for opportunities to improve the patient experience so we can achieve that goal next year," says Mary Irvin, MSN, MBA, RN, NEA-BC, senior vice president and chief nurse executive, TriHealth.

Bethesda North Certified as Stroke Center

Bethesda North Hospital treats 500 stroke patients a year. In spring 2013, the hospital received the gold seal of approval from The Joint Commission (TJC) as an Advanced Primary Stroke Center, joining University of Cincinnati and St. Elizabeth medical centers as regional hospitals with this designation.

Significant education and training were undertaken by nurses in Bethesda North's Emergency Department, critical care units, and telemetry units 4-100 and 4-200 to provide the highest level of evidence-based practice for patients.

Factors that contributed to the certification include:

- Nurses assess stroke patients with the National Institutes of Health Stroke Scale to evaluate stroke severity and progression, and they collaborate closely with physicians from TriHealth and the University of Cincinnati Stroke Team.

- They are meeting the eight core measures for stroke from TJC 88.7 to 95.65 percent of the time.

Staff Nurses Megan Metcalf and Emilee Hayden, both from 4-100, were part of a multi-department effort to earn Bethesda North's certification as an Advanced Primary Stroke Center.

- The ED is meeting the national 60-minute goal for administering the clot-busting tPA drug to appropriate stroke patients 87 percent of the time.

- Nurses use pneumatic compression stockings and other measures to prevent venous thrombus and other complications close to 100 percent of the time.

- Nurses are teaching patients about stroke symptoms and risk factors and provide them with a booklet and programming on TriHealth's GetWell television network.

- A stroke risk assessment tool was approved for use by the Stroke Committee, and nurses are using this to help patients assess their personal risk factors for stroke.

"We're meeting core measures at a high percentage, thereby helping our patients to reduce their stroke recurrence. We continue to work on stroke process improvement. Our staff is giving excellent patient care," says Bonita Gordon, MSN, RN, ANP-BC, ACNS-BC, CNRN, SCRN, clinical nurse specialist and stroke coordinator.

Outreach Ministries Report High Patient Satisfaction

TriHealth Outreach Ministries, formerly TriHealth Parish Nursing, reported high patient satisfaction in FY 2013. As part of a Clinical Ladder III project coordinated by Outreach Nurse Mary Duennes, MA, BSN, RN, questionnaires were distributed to clients with items closely aligned with Jean Watson's Human Caring Theory.

The 95 respondents gave high marks to the team of outreach nurses. The nurses almost exclusively received a score of 4 (Agree) or 5 (Strongly Agree) on a scale of five in response to the following statements: Really listens (4.82/5); Is interested in you as a whole person (4.88/5); Fully understands your concerns (4.80/5); Shows care and compassion (4.83/5); Helps you manage your health (4.81/5).

Eight Outreach Ministries nurses currently serve 12 ZIP codes around the city, including Walnut Hills, Fairmount, Bond Hill, Avondale, Clifton, Mt. Auburn, Winton Hills, Price Hill and Over-the-Rhine. They collaborate with one full-time social worker and four certified community health workers, who focus their work on improving health outcomes for mothers and babies.

Nursing Achievements

The following are highlights of awards and recognitions for TriHealth nurses in FY 2013:

Bethesda North's Emergency Department received the Lantern Award from the National Emergency Nurses Association for exceptional practice and innovative performance in the core areas of leadership, practice, education, advocacy and research. The award was granted for three years.

Staff Nurses Natalie Zimmerman, BSN, RN (right), and Ann Morency, RN, are part of the Bethesda North Emergency Department team that earned the prestigious Lantern Award for exceptional nursing practice.

Key Quality Indicators: Decreasing HAPUs and Falls

TriHealth nurses continued to lower the incidence of hospital-acquired pressure ulcers and patient falls. The HAPU rate showed a dramatic decrease in FY 2013, with numerous units having no HAPUs for the entire year. A system-wide Skin Care Committee, wound care nurses at both hospitals, and Skin Champion Committees at each facility— with nurses and PCAs from each nursing unit as well as most ancillary departments—resulted in a truly collaborative effort to lower HAPU rates.

Initiatives that contributed to the remarkably low numbers included:

- "Wounds on Wednesday" (WOW), a systematic program for routine, thorough monitoring of patients' skin

- "Four Eyes in Four Hours," an initiative that assigns two nurses to assess a patient's skin within four hours of admission or transfer to a unit

- "Turn Teams," which identify patients at risk for skin breakdown and post a turn schedule in the patient's room, indicating the time and position of turns

- "PUP" program, which uses a picture of a puppy to alert all staff that a patient is at high risk for skin breakdown

"The results are incredible," says Mary Irvin, MSN, MBA, RN, NEA-BC, senior vice president and chief nurse executive for TriHealth. "This shows what we can do when we truly focus on something."

Decreasing Fall Rate

In FY 2013, staff decreased the number of falls by 23.4 percent. Numbers at Good Samaritan Hospital were particularly favorable. TriHealth's Fall Prevention Committee and individual nursing units continuously strive to lower the number of falls.
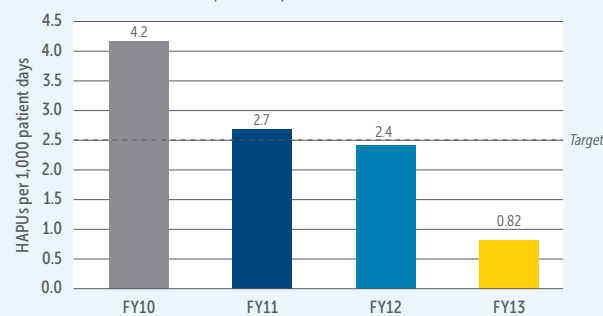

Staff Nurse Terri Morrison, RN, CN, checks a patient's feet as part of ongoing efforts to eliminate hospital-acquired pressure ulcers.

TriHealth Patient HAPU Rate
(Hospital-Acquired Pressure Ulcers)

HAPUs per 1,000 patient days

FY10	FY11	FY12	FY13
4.2	2.7	2.4	0.82

Target (2.5)

TriHealth Inpatient Falls

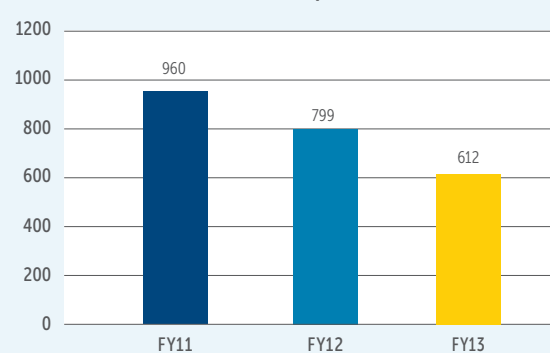| FY11	FY12	FY13
960	799	612

Good Samaritan's 12CD Neuroscience Unit received a gold-level Beacon Award for Excellence from the American Association of Critical-Care Nurses. The three-year award meets national criteria consistent with Magnet Recognition, including leadership structures, evidence-based practice and processes, and patient outcomes.

Associate Professor **Michelle Roa,** MSN, PhDc, Good Samaritan College of Nursing and Health Science, received the Faculty Teaching Award.

Jeannie Burnie, MS, APRN, CEN, ACNS-BC, Bethesda North Emergency Department clinical nurse specialist, was named Educator of the Year, and **Maria Newsad**, BSN, RN, Bethesda North ED nurse manager, was named Manager of the Year by the Ohio Emergency Nurses Association State Council.

Priscilla Conley, MSN, BSN, RN, substance abuse nurse coordinator at Good Samaritan, received the inaugural Rose Award from First Step Home, a Cincinnati residential and outpatient treatment program dedicated to care for women with addictions. She was recognized for her work providing social support, referrals to community support services, and nutritional and financial counseling to addicted, expectant women.

Bethesda North Labor and Delivery's poster presentation on their new pain model was accepted from among 1,700 applications for presentation at the National Magnet Conference.

Directors' Awards for Excellence in Nursing

Four TriHealth nurses were honored for their exemplary nursing practice, receiving the third annual TriHealth Directors' Awards for Nursing Excellence. The awards spotlight nurses who are shining examples for TriHealth's culture of excellence. The winners were selected from a list of 13 nurses nominated by their nursing directors.

Gina Allaire,
BSN, RNC-OB, C-EFM,
OB Float Pool,
Good Samaritan

Joan Metze,
BSN, RN, CGRN,
Endoscopy, Bethesda North

Aminda Seymour,
BSN, RN, CEN,
Emergency Department,
Bethesda North

Paula Whetstone,
BSN, RN, CCRN,
MSICU, Good Samaritan

Boards/Appointments

Pam McCabe, EdD, MSN, RN-BC, primary nurse planner/Nursing Clinical Competency coordinator, Corporate Educational Services, was appointed by the Ohio Board of Nursing to a two-year term on the OBN Advisory Group on Continuing Education as a continuing education provider.

Assistant Professor **Mary Morris**, MSN, RN, department chair, Good Samaritan College of Nursing and Health Science, was elected secretary of Ohio Council of Associate Degree Nursing Education Administrators.

Marilyn Singleton, BSN, RN, site manager at Bethesda Arrow Springs, is the Ohio Emergency Nurses Association (ENA) State Council president for 2013–2014. She is immediate past president of the Greater Cincinnati Chapter of ENA. **Jeff Heist**, BSN, RN, CEN, EMI, EMT, regional manager of TriHealth Priority Care, replaces her as president of the Greater Cincinnati chapter, and **Paula Cubbage**, RN, CEN, staff nurse at Bethesda Arrow Springs, is a director at large. Singleton, Heist and Cubbage were delegates to the 2012 ENA General Assembly in San Diego.

TriHealth Awards and Distinctions

Top 15 Health System (Medium-Sized Health System)—Truven—April 2013

Most Wired Hospitals or Health Systems—*Hospital & Health Networks* magazine, American Hospital Association—2013

2012 *Working Mother* 100 Best Companies—*Working Mother* magazine—September 2012

First Wellness @ Work Award—Healthy Communities of the Ohio Hospital Association—October 2012

Ohio Department of Health, Healthy Worksite Award—Gold Level Winner—2012

Top Ten Nonprofit Companies for Executive Women—National Association for Female Executives (NAFE), ranked #1 among nonprofit companies in Ohio—2013

Healthiest Employers of Greater Cincinnati—*Business Courier* (5,000+ employer)—May 2013

Cincinnati Enquirer Media Top Work Places (10th in Large Employer Category)—June 2013

Best Employers for Workers Over 50 award—AARP—June 2013

Bethesda North Hospital

50 Top Cardiovascular Hospitals, 2013—Truven Health Analytics, formerly Thomson Reuters (given October 2012)

Good Samaritan Hospital

Recognized by *U.S. News & World Report* as one of the top hospitals in both the city and the state—2013

New Knowledge, Innovations and Improvements

Nurses integrate existing evidence into practice, discover new evidence, and visibly contribute to the science of nursing through research and innovation.

Nursing Research Projects Completed

In FY 2013, seven research studies were completed, seven new studies were begun and 11 studies remained in progress. Among the completed studies were:

"Evaluation of Standardized Color-Coded Nurse Uniforms on Patient, Family and Staff Perceptions: A Replication Study," by **Corinn Taylor**, MSN, RN, Diabetes nurse case manager for Perinatal Programs; **Jo Ann Frey**, MS, RN, ACNS-BC, CRRN, pulmonary clinical nurse specialist; **Joy Dienger**, PhD, RN, nurse researcher; **Stefanie Newman**, MSN, RN, NEA-BC, Bethesda North vice president and chief nursing officer; and **Mary Irvin**, MSN, MBA, RN, NEA-BC, TriHealth senior vice president and chief nurse executive.

"Evaluation of a Dementia/Delirium Specific Nursing Intervention and Education Program on Nursing Outcomes," a collaborative study in Cincinnati with Bethesda North Hospital, The Christ Hospital and the Alzheimer's Foundation. Nurse Researcher **Joy Dienger**, PhD, RN, served as principal investigator

Staff Nurse Michele Huff, RN, works with a dementia "patient" (simulated by Staff Nurse Martha Anderson) to practice daily living tasks.

for TriHealth. Participants included **Pam Nelson**, MSN, RN, NE-BC, and **Julie Shouse**, BSN, RN, SMSRN, Corporate Education; **Terry Williams**, RN, Bethesda North 2-300; and Bethesda North 5-200 Nurses **Jamie Schmidl**, BSN, RN; **Michele Huff**, RN; and **Brittney Brichacek**, BSN, RN, AMSN.

"Exploring the Feasibility of Implementing a Child Visitation Program in the Critical Care Environment," by **Pamela Bolton**, MS, RN, ACNPC, with assistance from Good Samaritan Hospital Critical Care Nurses **Lorel Studer**, BSN, RN, CCRN, CMC; **Jessica Hall**, NP, MSN, RN; **Mary Ann Smith**, BSN, RN; **Cheryl Engelbert**, RN; and Nurse Researcher **Joy Dienger**, PhD, RN. Data from a survey of nursing staff and family members of ICU patients will be used to develop a structured ICU visitation program for children.

"Effects of a Diabetes Education Program on Diabetes Self-Care Practices," a pre- and post-survey to determine outcomes of an educational program for

Nurse Practitioner Beckie Kaminski, DNP, FNP-C, GNP-BC, teaches diabetes education classes to patients of SeniorLink, a TriHealth program that helps seniors with chronic care needs stay healthy and independent as long as possible.

SeniorLink patients, by **Beckie Kaminski**, DNP, FNP-C, GNP-BC, nurse practitioner, SeniorLink Norwood.

"Nurses' Knowledge, Ability and Attitudes Toward Evidence-Based Practice," data collection and analysis to help plan Research Council programs on evidence-based practice, by **Carolie Meade**, MSN, CNP, RN, CSPAN, North Ambulatory Surgery Center. Assisted by Nurse Researcher **Joy Dienger**, PhD, RN, and Lynn Fitzwater, MSN, RN, Cincinnati VA Medical Center.

"Nutrition Day Worldwide: The TriHealth Experience," data collection and analysis to gain understanding of malnutrition before hospital admission and of nutritional patterns during hospitalization, by **Stacy Busam**, BSN, RN, CMSRN, staff nurse, Bethesda North 6-300. Assisted by **Earl Dalton**, MHA, BSN, RN, director of Medical-Surgical Services, Bethesda North, and several nurses on Bethesda North's 4-100, 4-200, 5-200, 5-300, 5-400, 6-200 and 6-300.

Evidence-Based Practice Project Completed

In FY 2013, TriHealth nurses completed one evidence-based practice project, started three projects and continued with seven projects already in progress. The completed project was:

"Using Ultrasound Technology to Obtain Vascular Access," by **Aminda Seymour**, BSN, RN, CEN, Bethesda North Emergency Department.

Patients have high praise for ultrasound-guided IV insertion, demonstrated here by Bethesda North Emergency Department Staff Nurse Aminda Seymour, BSN, RN, CEN.

Ultrasound-Guided IV Insertion Satisfies on All Fronts

It's a common challenge in the Emergency Department to gain IV access on patients who have small or inaccessible veins due to dehydration, diabetes, cancer or other reasons, says Aminda Seymour, BSN, RN, CEN (pictured left), Bethesda North staff nurse. Not satisfied with the status quo, Seymour found a program in Texas using ultrasound with a vascular probe to visualize and access slightly deeper veins.

Since 2011, Seymour has collected evidence, trained a team of 15 ED nurses and implemented a program that allows 24/7 patient access to ultrasound-guided peripheral IV insertion.

The benefits are abundant, Seymour says:

- Quicker IV access for faster blood tests, fluids and pain relief, often resulting in shorter length of stay

- Only one needle stick with the ultrasound guide versus the potential for multiple unsuccessful sticks on superficial veins

- No extra cost to the patient. The purchase of a vascular probe for the ultrasound machine was funded by the Bethesda Foundation.

- Decreased number of PICC lines and central lines, sparing patients these more invasive procedures that incur extra costs ranging from $750 to $1,750

- Tremendous patient satisfaction due to quicker service and less pain

- Staff and physician satisfaction with more efficient, effective care

"We haven't found any negatives yet," Seymour states. "We have a lot of happy customers."

State, National and International Presentations

Carolyn Slone, MSOL, BSN, RN, NE-BC, nurse manager for Good Samaritan Hospital Special Care OB, presented her poster presentation "Wiki Works! The Use of Web-Based Education to Increase Certification" at the Nursing Management Congress 2012 meeting in Nashville and the 2013 American Organization of Nurse Executives meeting in Denver.

Melissa Wilson, MSN, APRN, CCNS-BC, advance practice nurse at Good Samaritan, presented her study completed at Bethesda North titled "Measuring the Level of Moral Distress in Critical Care Nurses and Transitional Care Nurses" at the International Nursing Conference in Jerusalem, Israel.

Patricia Koral, MSN, RN, CNE, associate professor, Good Samaritan College of Nursing and Health Science and **Jacquelyn Mayer,** MS, RN, associate professor, Good Samaritan College of Nursing and Health Science, did a podium presentation at the National Organization for Associate Degree Nursing in New Orleans, "Transitioning to a Concept-Based Curriculum and Incorporating QSEN into the Process."

Good Samaritan Neonatal Nurse Practitioners **Amy Byrne**, MSN, APRN, NNP-BC, and **Patti Froese**, MSN, APRN, NNP-BC, made a poster presentation on their ongoing quality initiative "Neonatal Abstinence Syndrome: Best Practice Leading to Standardized Care," at the annual Ohio Organization of Nurse Executives fall conference. Good Samaritan Hospital, in conjunction with several other hospitals across Ohio, including Cincinnati Children's Hospital Medical Center, Rainbow Babies in Cleveland, and Nationwide in Columbus, is working to improve the care and overall outcomes of infants exposed to illicit/prescribed drugs while in utero.

Associate Professor **Moya Kearney**, MSN, RN, department chair, Good Samaritan College of Nursing and Health Science, and **Terri Rieser**, MSN, RN, assistant professor, Good Samaritan College of Nursing and Health Science, presented a panel discussion, "Socialization of Nurses to the Nursing Faculty Role" at South West Ohio League for Nursing.

Marilyn Singleton, BSN, RN, site manager at Bethesda Arrow Springs, presented "Staff-Led Interview Teams" at the Premier Breakthroughs Conference in San Antonio. She also participated in the Emergency Nurses Association (ENA) Day on the Hill in Washington, D.C., to lobby for emergency nursing issues.

TriHealth nurses submitted nine abstracts for the TriState Nursing Excellence Collaborative (TNEC) Symposium in Cincinnati, and all nine were accepted—eight as poster presentations and one as a podium presentation. TNEC's first annual symposium provided a forum for the area's staff nurses to share their best practices and care innovations.

Publications

Melissa Wilson, MSN, RN, CCNS-BC; **Diana Goettmoeller**, MS, RN, ACNS-BC, CCRN; **Nancy Bevan**, MSN, RN, ACNS-BC; and **Jennifer McCord**, MSN, RN, CCRN, CCNS, VA-BC; published "Moral Distress: Levels, Coping and Preferred Interventions in Critical Care and Transitional Care Nurses," in the May 2013 issue of *Journal of Clinical Nursing*.

Nancy Howard, MSN, APRN, NNP-BC, neonatal nurse practitioner, Good Samaritan, published "Recessive Dystrophic Epideromysis Bullosa" in the November 2012 issue of *Consultant for Pediatricians*.

Nursing Inquiry Day 2012

Nurses were recognized for high-quality research studies and evidence-based practice projects during the third annual Nursing Inquiry Day, sponsored by TriHealth Nursing's Research Council. Participants shared their findings through posters.

Evidence-Based Practice Winners

First Place: Aminda Seymour, BSN, RN, CEN, Bethesda North Emergency Department: "You Stuck with No Luck: Emergency Department Nurses Use Ultrasound Technology to Obtain Vascular Access"

Second Place: Bonnie Eilerman, MSN, NNP-BC, neonatal nurse practitioner, Good Samaritan Hospital: "A NICU EBP: Reducing Nasal Trauma Rates"

Third Place: Katy Loos, MSN, RN, blood management coordinator, Good Samaritan Hospital: "Preoperative Anemia Management"

Research Winners

First Place: Corinn Taylor, MSN, RN, Diabetes case manager/program manager, Good Samaritan Hospital; **Joy Dienger**, PhD, RN, TriHealth nurse researcher; and **Jo Ann Frey**, MS, RN, ACNS-BC, CRRN, TriHealth pulmonary clinical nurse specialist: "Measuring Perceptions of a Standard Color-Coded Nurse's Uniform in a Hospital Setting"

Second Place: Joann Sullivan Mann, MSN, RN, CNE, professor of Nursing, Good Samaritan College of Nursing and Health Science, and **JoAnn Sommers**, MSN, RN, assistant professor of Nursing, Good Samaritan College of Nursing and Health Science: "The Effects of Simulation on Nursing Students' Perception of Learning"

Third Place: Rebecca Kaminski, DNP, FNP-C, GNP-BC, SeniorLink nurse practitioner, Norwood: "Diabetes Education and Self-Care Practices"

Nursing by the Numbers
TriHealth Nurses

Staff Nurses	
Bethesda North Hospital *(including Bethesda Butler and Bethesda Surgery Center)*	934
Good Samaritan Hospital	1,064
Evendale Hospital and Evendale West	95
Hospice	215
Education/Administration/Other	395
Nursing Management	164
Total TriHealth Nurses	**2,867***

*includes acute care, SeniorLink and Corporate Health

Bed Count

436 beds
Bethesda North Hospital
363 plus 63 newborn beds, and 10 beds at Butler County

569 beds
Good Samaritan Hospital
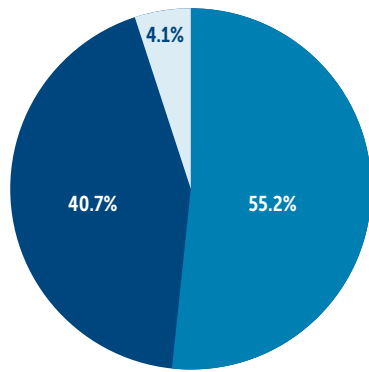444 plus 125 newborn beds

29 beds
TriHealth Evendale Hospital

82 beds
Hospice of Cincinnati Inpatient Units
(Blue Ash, Anderson, Hamilton, Western Hills)

Direct Care Nurses

Level of Education, Staff Nurses FY 2013

- 4.1%
- 40.7%
- 55.2%

Legend:
- Master's Degree/Doctorate
- Associate and Diploma
- Bachelor's Degree

Numbers

Clinical Ladder Participation:

Level II—71
Level III—174
Level IV—8

11 nurses
received DAISY awards for exemplary professional practice
30 nurses received nominations

32 presentations

5 publications

13 RNs
serving as board members for nursing organizations

Community Outreach

FY 2013—11,704
SeniorLink Patient Visits

In 2011
20 SHARE nurses
at 25 companies served 28,000 employees

In 2012
32 SHARE nurses
at 27 companies served 29,000 employees

In 2013
32 SHARE nurses,
3 physician assistants
and 2 nurse practitioners
at 25 companies served 28,000 employees

Think First programming reached more than 18,000 people in FY 2013. TriHealth's Cribs for Kids program provided an average of 257 cribs and education on Sudden Infant Death Syndrome for low-income mothers. Staff provided 1,965 preventive education hours and 297 home visit hours.

Think First for Your Baby reached 286 mothers with infant safety education. An additional 400 mothers were reached at community events and 279 hours of home visit follow-up was provided. Three hundred car seats and 300 baby gates were provided via grant funding from Bethesda Foundation.

Turnover and Vacancy Rates

TriHealth Nursing remained consistently below our target and regional average for RN turnover and below or close to our target and regional average for RN vacancy.

FY 2013 RN Turnover, Quarters 1–3

	Q1	Q2	Q3
Target	9%	9%	8.4%
TriHealth	7.9%	6.6%	6.7%
GCHC	9.5%	9.5%	8.8%
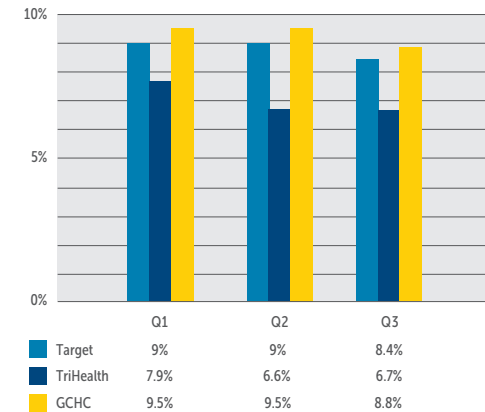
TriHealth Nursing's turnover rate for the third quarter of FY 2013 was 6.7%, as compared to the Greater Cincinnati Health Council's rate of 8.8% nursing turnover.

FY 2013 RN Vacancy Rate, Quarters 1–3

	Q1	Q2	Q3
Target	6.3%	6.3%	4.1%
TriHealth	4.1%	2%	4.3%
GCHC	6.6%	6.6%	4.3%
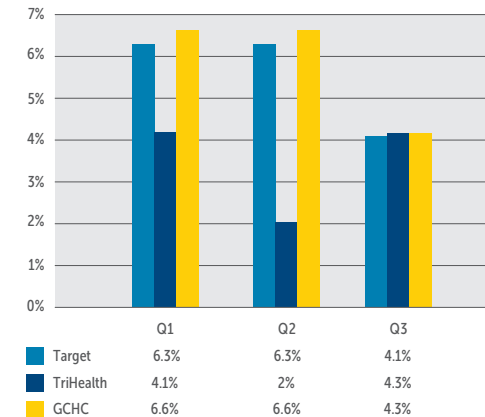
TriHealth Nursing's vacancy rate for the first three quarters of FY 2013 was 3.47%, as compared to the average nursing vacancy rate of 5.83% reported by the Greater Cincinnati Health Council.

TriHealth Mission Statement

Our Mission is to improve the health status of the people we serve. We pursue our Mission by providing a full range of health-related services including prevention, wellness and education. Care is provided with compassion consistent with the Values of our organization.

TriHealth Nursing Division

Mission

The Mission of TriHealth Nursing is to assist and support the people we serve to optimize their health status. We pursue our Mission through interdisciplinary collaboration to provide services across the continuum of care and throughout the life span.

Vision

Excellence in patient- and family-centered care through commitment to compassionate, professional nursing practice.

Philosophy

The nursing philosophy within TriHealth is rooted in the Christian heritage of the Founding Sisters of Charity and the German Methodist Deaconesses.

1. We believe that each human being possesses personal dignity, worth and God-given human rights.

2. We believe in the uniqueness of the individual and approach care from a holistic perspective.

3. We believe that caring and service are fundamental components of the art, science and practice of nursing.

4. We believe the professional nurse is responsible for implementing the nursing process to guide nursing practice.

5. We believe nursing processes and patient outcomes are enhanced in an environment of continuous quality improvement and collaborative practice.

6. We believe each nurse is responsible and accountable for his/her own practice and professional development.

7. We believe creativity, innovation, competency, stewardship, compassion and leadership are needed to assure our future state.

8. We believe we are responsible for creating a professionally satisfying and rewarding practice environment.

TriHealth