Nursing—The TriHealth Way
Nursing Annual Report 2018
Thank you, Mary Irvin!  
35 years of leadership and service

“Nurse” has its origin in the Latin word *nutricius*, one who nurtures. Whether ministering to patients or supporting and leading caregivers, Mary Irvin has embodied the nurturing spirit of the profession. She spent years as an ICU staff nurse, working her way up to ever-higher managerial positions. As Chief Nursing Officer of Good Samaritan Hospital and Chief Nurse Executive of TriHealth, Mary was instrumental in Nursing milestones such as Magnet designation, Patient/Family-Centered Care, formation of a shared decision-making model and creation of a clinical nurse leader program.

Her colleagues’ reflections express the powerful ways in which Mary has shaped and nurtured nursing at TriHealth:

“Mary is the embodiment of servant leadership, committing her life to providing exceptional patient care and unparalleled service to TriHealth patients, all while supporting the caregivers around her to grow, excel and thrive. Her personal connection to our nursing team and visible presence in our patient care areas has been an inspiration to all of us. In so many ways, Mary exemplified and role-modeled the TriHealth Way long before the TriHealth Way came into existence!”

–Mark Clement, TriHealth President and CEO

“Lessons learned from her vast clinical experiences, compassion, professionalism and strong work ethic have been the foundational framework of today’s strong and vibrant TriHealth nursing culture.”

–Bob Collins, MD, retired Chief Medical Officer

“I’ve never met a CNE who is able to advocate so much and so tirelessly for nursing and for our patients.”

–Stefanie Newman, Chief Nursing Officer, Bethesda North Hospital

“We all value her experience and her knowledge. Mary is very patient-centered. She insisted that decisions concerning care needed to be made as close to the bedside as possible.”

–Paula Niederbaumer, Chief Nursing Officer, Good Samaritan Hospital

Mary’s team members are deeply grateful for the countless ways in which she enhanced the art and science of nursing at TriHealth.

Mary Irvin, Senior Vice President and Chief Nurse Executive of TriHealth Nursing since 2011. Retiring fall 2018.
Adapting to Change

Message from Nursing Leaders

Dear TriHealth Nurses,

Together, we’ve accomplished so much this year. We’re not only keeping pace with rapid changes in healthcare, but often we’re setting our own new standards to advance our nursing practice.

When TriHealth’s market share increased this year and patient numbers climbed, our nurses rose to the challenge. We greatly appreciate the dedication you’ve shown in going the extra mile and meeting the demand of high patient volumes.

The following pages tell the story of exceptional leadership, innovations orchestrated by our empowered staff, interdisciplinary efforts that improve the patient experience and exemplary practices that ensure the highest quality and service for the people we serve.

Areas such as research and evidence-based practice, which once were a deficit, are now a strength for TriHealth Nursing.

More changes lie ahead. As our esteemed Chief Nurse Executive Mary Irvin retires, we’ll carry on the collegial, patient-centered culture she promoted and guided. We are well prepared for the next chapter in our history.

We are grateful for all you’ve done this year, and we look forward to embracing new opportunities together in the coming year.

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

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

Farewell

Dear Nurses,

You are a great team, with the structure and the tools to continue to improve and progress. Of all our accomplishments together, I am most proud of our Magnet designation. It reflects the sum total of our leadership development, our processes to improve quality and safety and our quest for new knowledge and innovation.

It has been a privilege to work with all of you. I know you’ll be doing great things. Stay abreast of best practices and don’t ever rest and say, “We’re there.” Our patients and community deserve the best we have to give, and I know you’ll give it wholeheartedly.

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

‘Working Together to Grow Together’
March 21, 2018

Attendance: 236 nurses, including staff nurses

Keynote Topics:
• “Generational Differences,” by Phil Gwoke, generational expert
• “Conquering Your Goals,” by Mack Dryden, comedian and motivational speaker

Discussion: 2019-2021 Nursing Strategic Plan

Strengthening Nursing Culture

Culture-building efforts continued with several initiatives in FY 2018, including:
• TriHealth leadership announced a foundational certification in the TriHealth Way of Leading.

Shared Leadership Committees Focus on Improving Nursing Practice and Patient Care

Each nursing unit or department throughout TriHealth has a Shared Leadership Committee (SLC) comprising staff nurses interested in finding ways to enhance patient care and create a more positive work environment.

SLC accomplishments in FY 2018 included:
• Good Samaritan’s Cardiovascular Intensive Care Unit applied for Joint Commission disease-specific Center of Excellence certification for cardiovascular care.
• Outreach Ministries implemented a spiritual assessment tool for clients as the foundation of a plan of care.
• Good Samaritan Emergency Department nurses meet quarterly with ancillary staff — Lab, Logistics, Radiology, Security, Environmental Services — to streamline processes and improve communication.
• Arrow Springs Emergency Department added a conference line to improve attendance for those unable to attend SLC meetings in person.
• TriHealth Cancer Institute installed a bell and plaque to celebrate patients’ final chemotherapy. Patients also receive certificates and survivor pins.
• Bethesda North’s Emergency Department (ED) implemented a new ED-specific fall tool (KINDER).

Perioperative Director Motivates

Innovator. Patient advocate. Lifelong learner. Mentor. Humanitarian. Mary Pat Gilligan, DNP, RN, CNOR, NEA-BC, is a transformational leader who embodies all of these qualities.

Gilligan, Executive Director for Perioperative Nursing at TriHealth, discovered information about a perioperative surgical home while writing her doctoral dissertation.

Enthusiastic about reducing patient recovery time and surgical site infections with better pre-surgical and post-surgical practices, she lobbied TriHealth to join the national Perioperative Surgical Home Learning Collaborative.

A collaborative advisory board member, Gilligan

Transformational Leadership

Through their vision, influence and clinical knowledge, nurse leaders use creative energy to solve problems and develop innovative ideas.
Strengthening Nursing Culture

pursuing coaching and management skills mastery.

• All TriHealth team members attended a training session on service recovery.

• Team members began presenting Always behavior cards to fellow team members who demonstrated Always behaviors, which reflect TriHealth’s SERVE (Serve. Excel. Respect. Value. Engage.) values.

A TriHealth Living Our Values Award was created to honor exceptional non-management team members who inspire their peers to live out the TriHealth Way. Any team member may submit a nomination for any other non-management team member.

Mentor and Motivator

“Mary Pat has encouraged and built a strong network across Perioperative Services for the organization as a whole,” says Lisa Hess, MSN, RN, CNML, Manager of PACU, Surgicare and Presurgical Services. “She has mentored multiple students and team members for continued education and succession planning, and several have moved into leadership positions. She has served as a sounding board, coach, mentor and friend to me.”

Gilligan relishes the role of mentor and sees it as necessary for carrying on a legacy of professional excellence. “We need to pay it forward to grow leaders and team members,” she says.

Her DNP work has broadened her perspective beyond the purely clinical to look at whole systems and concepts like population management.

Staying Humble and Grounded

Gilligan says what keeps her humble and grounded is working with medical teams in developing countries. She has made five trips to Belize with a surgical team and has made four trips sponsored by the Good Samaritan Hospital Foundation to Tanzania to perform gynecologic surgeries.

“I look at my pictures of Africa to get me centered to why I became a nurse,” Gilligan says. “I watch nurses and doctors with minimal supplies who are so resourceful. We were operating once when the lights went out and the generator went down. We got our cell phones out and shone lights on the surgical field until the generator came back on.”

As Census Rises, CNOs Lobby for – and Get – More Staff

When patient census surged on several nursing units last summer at Bethesda North and Good Samaritan hospitals, the nursing staff found itself pushed to the limit.

“Staff nurses were working overtime, and the management team was filling in as caregivers. We were exhausting our staff and not meeting the needs of our patients,” says Paula Niederbaumer, MSN, RN, NEA-BC, Vice President and Chief Nursing Officer, Good Samaritan Hospital.

What they thought might be temporary continued through September and October.

Niederbaumer and Stefanie Newman, MSN, RN, NEA-BC, Vice President and Chief Nursing Officer, Bethesda North Hospital, consulted with Mary Irvin, MSN, MBA, RN, NEA-BC, then Senior Vice President and Chief Nurse Executive.

The CNOs then went to work with nursing directors to track information about average daily census and consulted with staff nurse representatives about challenges arising from being short-staffed. All weighed in on how many nurses and PCAs they thought would alleviate the situation.

“It’s pretty cutting-edge to involve your staff nurses in this process,” Newman says.

She continues, “I’ve worked in six facilities across four states and never had full-time employees added after a budget year started.”

Niederbaumer explains why hiring permanent employees was a better option than bringing in traveling nurses: “These would be our employees with our mission and our vision.”

Senior leaders on the Position Approval Committee approved an equivalent of 54 full-time nurses and PCAs to meet the demand. Bethesda North hired 34 of those, with several staffing the telemetry units.

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has implemented the organization’s best practices in developing a TriHealth Surgical Optimization Center (TSOC). TSOC conducted a colorectal surgery pilot program across all TriHealth hospitals in FY 2018. At its conclusion last spring, surgical site infections had decreased by 64 percent and average length of stay decreased by nearly two days.

Gilligan and her team won an innovation award in 2017 from the ASA/Premier Collaborative in Chicago for the team’s work to enhance the surgical continuum of care through a multidisciplinary approach. Gilligan also was recognized in 2018 as a finalist for the Cincinnati Business Courier’s Healthcare Hero Awards in the “Patient Experience” category.

Inspires

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Mary Pat Gilligan, Executive Director for Perioperative Nursing, has been the driving force behind formation of a perioperative surgical home at all TriHealth hospitals. She confers here with a staff nurse at Bethesda Orthopedic Surgery Center.
Nurturing Career Growth: Experienced Nurses Mentor Team Members

Mona Ohmart, BSN, RN-BC, credits a number of mentors for her diverse nursing experiences at Good Samaritan Hospital. Since 1995, she’s worked in Orthopedics, Float Pool, Patient Placement, Emergency Department, Outpatient Treatment Center and finally 12AB Medical-Surgical, where she’s a Clinical Outcomes Nurse pursuing her master’s degree to become a Clinical Nurse Leader.

At every step, managers and colleagues have coached her and encouraged her to move into more challenging positions she might not have considered on her own.

“I’ve had a good career path because of people pushing me out of my comfort zone,” Ohmart says.

Opportunities Beyond the Comfort Zone
Director of Nursing Sharon Brehm, MSN, RN, ACNS-BC, has known Ohmart for two decades, more recently as a professional excellence champion for the Outpatient Treatment Center.

“I had submitted an abstract for the 2016 Magnet conference about our gap analysis process to keep us on our Magnet journey,” Brehm says. “I asked Mona if she would co-present with me, and we got accepted as a podium presentation. Mona had never presented to 800 people before. She did an excellent job and several people praised her for her staff nurse perspective.”

During that conference, Brehm talked to Ohmart about applying for a clinical outcomes nurse position on 12AB. “She is a gem of a person to have in this program,” Brehm says. “It was like matchmaking a great nurse to a great job. Her nurse manager, staff nurses and patients all have given her positive feedback.”

Ohmart comments, “I feel like the job was meant for me. I educate patients and staff. I coordinate care between multiple physicians and still do clinical nursing and rounding with patients and staff nurses.”

Brehm has informally mentored others by encouraging them to try new positions, including Zakiyyah Thurman, MSN, RN, CMSRN, ONC, who is now Good Samaritan Hospital’s Professional Excellence Specialist. Project Coordinator Susan Hanselman, DNP, RN, CNML, was manager of several nursing groups at Good Samaritan Hospital when Brehm told her about an open position in Corporate Nursing.

“This is both mentoring and succession planning,” Brehm says. “I think every leader should be actively recruiting people from within. Other leaders encouraged me to apply for my current job. Oftentimes, it takes others to take the time to encourage us and say ‘this would be a good fit for you’ before you can see it within yourself.”

Formalizing the Mentoring Process
To strengthen TriHealth’s formal mentoring process, TriHealth’s Recognition and Retention Committee launched a new LEARN online course in June 2018 to give an overview of the system’s Nurse Mentorship Program. Nurses can earn 0.5 contact hours, and the committee hopes to attract experienced nurses willing to match up with new graduates on their units.

“Mentoring is one of the best retentive measures we have,” says Dawn Radcliffe, BSN, RN, CAPA, Corporate Nursing Project Coordinator. “This is starting at the front end of keeping team members engaged. It supports the inexperienced nurse and re-energizes our experienced nurses.”
Structural Empowerment

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

TriHealth Taps into Nurses’ Bright Ideas

The Innovation Center at TriHealth recognizes employee creativity as an important organizational resource. The center’s Bright Idea program gathered more than 13,500 bright ideas from employees in FY 2018, each intended to improve efficiency, safety or quality for patients or team members. Nurses supplied close to a third of those ideas.


Hospice of Cincinnati Long-Term Care West Case Manager Dani Willetts, RN, received one of two system-wide Gold Shovel Ideation Awards for her suggestion to streamline documentation for nurses visiting long-term care facilities. When logging in on a phone app called Celltrak for a long-term care facility, she proposed checking in once for the entire facility rather than for each individual patient. The login tracks mileage and time spent. This more efficient process will save TriHealth $66,733 in staff time annually, and it improved the team member experience.

Other ideas implemented by Nursing included:

- **Emesis bag dispensers in patient rooms** at McCullough-Hyde Memorial Hospital, proposed by Robin Moore, BSN, RN, CAPA, Same-Day Surgery staff nurse. By installing long plastic bags attached to a stiff ring in 16 Same-Day Surgery rooms, team members are immediately equipped to help patients who feel nauseous after surgery. The bags replace large basins stored outside patient rooms.

- **Reducing postoperative arm pain resulting from lengthy surgeries.** Debra Mulligan, RN, staff nurse at TriHealth Hospital Evendale, noted that patients with lengthy facial surgical procedures were having postoperative arm pain. Mulligan proposed that every two hours intraoperatively the arms of at-risk patients be exercised and lightly massaged to mimic a more natural sleep state to avoid postoperative positional arm pain. The practice has been implemented at TriHealth Evendale Hospital and patients rarely complain of arm pain since the change.

_Hospice Case Manager Dani Willetts, RN, received a Gold Shovel Ideation Award in recognition of her Bright Idea to save $66,733 in staff time annually by streamlining logins at long-term care facilities._
Professional Development: Vascular Access Team Teaches Team Members Vital Skills

Vascular Access Team members (from left) Lori Goodfriend, BSN, RN, VA-BC, and Sherrie Kennedy, BSN, RN, VA-BC, coach staff nurse Frances Schirmer, RN, on proper IV insertion technique. TriHealth’s 13-member Vascular Access Team specializes in placing peripherally inserted central catheters (PICC) and serves patients at Bethesda Butler, Bethesda North and Good Samaritan hospitals. The 100-percent-certified team created a Vascular Access Experience throughout all three hospitals to help staff nurses improve their skills for establishing vascular access of all kinds. In FY 2018, 48 nurses shadowed the PICC team and received hands-on training. The team also began a research project to determine the value of training IV champions for each nursing unit. The study is still under way.

Patients Honor Outstanding Nursing Care with Donations

Grateful patient programs established through the Bethesda and Good Samaritan Hospital foundations invite patients and their families to recognize a physician, nurse or caregiver who made a difference during their hospital stay. Donations provide support for projects and services throughout the Bethesda and Good Samaritan regions.

Both foundations appreciate the compassion, hard work and dedication of nurses who make the programs possible.

At Good Samaritan Hospital, $20,846 was donated to the Grateful Patients and Families Program in FY 2018. Those recognized included 67 nurses and 11 nursing units.

At Bethesda North Hospital, eight nursing teams and 48 individual nurses were recognized through the Grateful Patient Program. The program raised $3,190 in FY 2018. The impact of a grateful patient donation of $10 million made last year by Harold and Genie Thomas will be felt when the Harold M. and Eugenia S. Thomas Comprehensive Care Center opens in 2019. Construction of the patient-centered, multidisciplinary medical building is currently under way on Bethesda North’s campus.

The Thomas Comprehensive Care Center is scheduled to open in 2019, thanks to a generous donation from the Thomas family.
Taking on the Opioid Crisis

As Greater Cincinnati’s opioid crisis continued to escalate in 2017 and 2018, TriHealth formed an Opioid Task Force. Members evaluated TriHealth’s performance against best practice standards.

TriHealth then developed an opioid pilot at Good Samaritan and a TriHealth Steering Committee, both co-facilitated by Judy Mitchell, MSN, RN, PMHNP-BC, Director of Behavioral Health. Team members serving on these multidisciplinary committees include nurses, physician leaders, Pharmacy, Corporate Education, Information Technology and addiction specialists.

The Good Samaritan Foundation, Bethesda Inc. and federal grants have helped pay for several initiatives.

TriHealth’s Journal Club Committee invited all nurses to participate in a “Common Read” of Dreamland, an account by former LA Times reporter Sam Quinones of how the opioid epidemic evolved in America. The Common Read, which also included Good Samaritan College of Nursing students, fostered discussion and enhanced understanding among TriHealth team members.

Addressing Prevention and Treatment

TriHealth strategies for opioid prevention and treatment include:

- Education on addiction prevention across TriHealth
- Narcan distribution through the Good Samaritan Emergency Department (ED) and outpatient pharmacy, paid for by federal grants
- New pain management medication protocols
- Newly hired Substance Use Treatment Coordinators at Good Samaritan Hospital, who screened more than 500 patients and made appointments for treatment in 75 percent of patients since January 2018
- Standardized documentation by Substance Use Treatment Coordinators to include screening for suicide risk
- Redesigned order sets to monitor and safely manage patients in withdrawal across all TriHealth hospitals
- A Clinical Decision Unit to observe and begin medication-assisted treatment for patients meeting certain criteria
- Expanded access to TriHealth Alcohol and Drug Program

Team Member Support

To support team members, TriHealth has:

- Developed opioid addiction and treatment education online for more than 3,500 nurses at TriHealth and presented the topic at Nursing Grand Rounds
- Developed Narcan education for ED nurses and Subutex (Buprenorphine) education for ED and Clinical Decision Unit nurses

Community Partnership

TriHealth has established connections both locally and nationally:

- Partnering with BrightView, an outpatient addiction medical practice
- Working closely with Cincinnati’s Addiction Services Council to facilitate patients’ entry into a treatment program

Mitchell says TriHealth is playing a critical role in combating the crisis. “In many cases, we can initiate medication-assisted treatment and ensure that patients have an appointment at a treatment program to begin recovery. We are making a difference in this epidemic.”

On the national level, Jeannie Burnie, MS, APRN, AGCNS-BC, CEN, Clinical Nurse Specialist for Bethesda North’s Emergency Department, is a member of the Opioid Task Force of the National Association of Clinical Nurse Specialists (NACNS). She helped formulate and co-presented a webinar in December 2017 detailing the NACNS response to the opioid epidemic. Burnie and ED staff nurse Christine Hassert, BSN, RN, CEN, SANE, also developed and presented a resolution on the “Safe Removal of Unconscious Patients from Privately Owned Vehicles” to the General Assembly of the Emergency Nurses Association. The assembly adopted the resolution.

New Protocols Aimed at Suicide Prevention

In FY 2018, Nursing led the development and implementation of new suicide screening protocols across all TriHealth inpatient services. TriHealth’s Suicide Prevention Committee implemented screening and mitigation strategies to better identify and care for patients at risk of suicide.

Team members use the Columbia Suicide Severity Rating (CSSR) tool, an evidence-based screening tool aimed at prevention.

“This standardized suicide screening will help us better identify patients at risk for suicide,” says Judy Mitchell, MSN, RN, PMHNP-BC, Director of Behavioral Health and co-chair of the Suicide Prevention Committee. “Having a standardized tool leads to better communication between team members, and we’ll keep patients safer by identifying those at risk.”

The initiatives stemmed from revised standards issued by the Center for Medicare and Medicaid and The Joint Commission.
Community Involvement

TriHealth nurses volunteered their time and talents in diverse ways in FY 2018. They collected food, supplies and money for people in need, participated in charity walks, served at health fairs and volunteered at homeless shelters and the Ronald McDonald House.

Here are other ways they reached out to take care of colleagues and the community — both locally and globally:

- Collected supplies and went on medical and humanitarian mission trips to Honduras, Haiti, Tanzania, Ethiopia and Waweza, Africa.
- McCullough–Hyde Memorial Hospital used community grant money to provide new defibrillators for local EMS units.
- As part of the TriHealth Geriatric Navigator Program/Senior Services, nurses in Bethesda North Hospital’s Emergency Department (ED) created a presentation for leaders at skilled nursing facilities (SNFs) to enhance communication between the hospital and SNFs.
- Good Samaritan School of Nursing alumni met with nursing students to review career paths and answer questions.
- Arrow Springs ED staff obtained a Bethesda Auxiliary grant from the Bethesda Foundation to purchase clothing and other necessary items for patients and families in need.
- The Bethesda North Intensive Care Unit Bereavement Committee sent sympathy cards to families of patients who passed away.
- Good Samaritan Same-Day Surgery and Post-Anesthesia Care Unit Nurses attended monthly Ovarian Support Group meetings and provided baskets for newly diagnosed women.
Exemplary Professional Practice

Our professional practice model, “Caring for People First,” emphasizes 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.

Respecting Life and Loss

Helping patients and families face death and dying is a sacred ministry of nursing. Losing a newborn is an especially painful process for families. Labor & Delivery nurses at Good Samaritan Hospital have reached out to families with compassion in multiple ways: participating in memorial services or a Baptism with the hospital chaplain and presenting hand-painted butterfly paintings or beads to families as mementos. They also offer keepsake photos of the deceased newborn, taken by nurses specially trained to photograph these babies. The staff stocks a Butterfly Cart with food and drink and provides other services for the mourning family.

Bethesda North Hospital has similar practices with photos, mementos and chaplain visits. One Labor & Delivery nurse is assigned solely to the grieving family and arranges for an angel cart with refreshments.

Delivering TriHealth’s Signature Patient Experience

Nursing moved forward on several fronts in FY 2018 to fulfill TriHealth’s mission to serve, excel, respect, value and engage with patients and team members. Examples of how they fostered a TriHealth Signature Patient Experience include:

Across TriHealth, nurse managers round on patients every day and routinely meet with each of their staff nurses to enhance communication and service to patients. In addition, staff nurses now conduct their shift report at the patient’s bedside. The nurse going off duty introduces the patient to the nurse just coming onto the shift. Interdepartmental bedside rounds allow all departments involved in a patient’s plan of care to work together with the patient and family.

The Patient- and Family-Centered Care (PFCC) Committee at Bethesda North Hospital worked closely with the Perioperative Services team at Bethesda North to educate team members about PFCC, create brochures and implement strategies to engage with patients in a meaningful way.

“We realize that the family is an integral part of the care of the patient and want to provide clear communication to the patient, family and care team throughout the perioperative process,” says Diane Thompson, BSN, RN, CAPA, committee facilitator and Assistant Nurse Manager in Bethesda North Hospital’s Presurgical Services and Same Day Surgery units.

Cardiovascular Intensive Care Unit at Bethesda North Hospital provides open-heart patients with a discharge bag that includes a blood pressure cuff, stress ball, water bottle and scale to help them continue a successful recovery at home and decrease hospital readmissions.

TriHealth Hand Surgery Center developed new patient discharge forms and personalized thank you letters signed by all team members to counteract falling patient ratings. To improve discharge instructions, the center created new, simple instructions with a graphic. A Post-Anesthesia Care Unit nurse goes over the instructions with the patient and family before discharge. Survey results immediately rose following distribution of these patient-centered communication vehicles.
Efforts Continue to Reduce Falls and HAPUs

TriHealth Nursing kept hospital-acquired pressure ulcers (HAPUs) below their target.

Units that went eight or more quarters without a HAPU include:

- **Bethesda North**: 4-200, 5-200 and 6-300
- **Bethesda Butler**: Inpatient and ICU
- **Evendale**: Inpatient
- **McCullough-Hyde**: ICU
- **Good Samaritan**: CVICU, 11AB, 11CD, 14CD, 10FG

Falls with injury continued to be a challenge, and the Fall Prevention Steering Team re-established monthly meetings to review progress and implement initiatives across all TriHealth sites.

They created a Falls Dashboard to give a monthly snapshot of falls data, site by site. In addition, they defined and standardized best practices with system-wide guidelines for using gait belts and conducting post-fall huddles.

The team also developed falls-prevention education for ancillary staff, such as physical therapists and radiology technicians. They will implement additional education for nursing staff in FY 2019.

Notable successes in FY 2018 include:

- McCullough-Hyde's Emergency Department and ICU did not have any falls during FY 2018, and the inpatient unit did not have any falls in the fourth quarter. Strategies addressing patients’ urgent toileting needs had a large impact on inpatient fall prevention.
- Bethesda Butler Hospital ICU had no patient falls in FY 2018.

Extraordinary Nurses Honored with DAISY Awards

Colleen Seider, BSN, RN, EMT, a staff nurse at Good Samaritan Western Ridge Emergency Department, is well known for her kindness and respect toward patients. One patient she cared for was suffering from alcohol addiction and came back a year later to celebrate one year of sobriety with Seider and others at Western Ridge. She wrote a card expressing her thanks for Seider’s attentive, respectful treatment.

Seider received the DAISY Award in February 2018, one of 10 nurses honored in 2018 for being extraordinary nurses and outstanding role models. Others who were recognized include:

- **Bethesda North Labor & Delivery nurses**: Gail Burton, BSN, RNC-OB; Shannon Miller, BSN, RNC-OB; Mica Nelson, BSN, RN; Jessica Suggs, BSN, RN
- **Steve Brinkman**, BSN, RN, Bethesda North Float Pool
- **Nancy Hardewig**, MSN, RN, CCRN, Good Samaritan 14AB
- **Angela Mangicaro**, BSN, RN, Bethesda North PACU
- **Lisa Sunderhaus**, RN, Hospice of Hamilton Inpatient Unit
- **Kailey Thomas**, RN, Bethesda North 4-100
Nursing Achievements

Among TriHealth nurses’ local and national achievements in FY 2018 were the following highlights:

- Bethesda Butler Emergency Department won the Emergency Nurses Association Lantern Award in 2018 for quality, innovation, evidence-based practice and healthy work environment.

- Emergency nurses Jeannie Burnie, MS, APRN, AGCNS-BC, CEN, FAEN; Christine Hassert, BSN, RN, SANE, CEN; Kristine Klausing, BSN, TCRN, SANE, CEN; and Susan Bernadicus, RN, CEN, were selected as Ohio Emergency Nurses Association delegates to the General Assembly of the ENA. Several TriHealth nurses hold leadership roles in the Greater Cincinnati ENA: Maria Newsad, MSN, RN, NE-BC, president; Kristine Klausing, secretary; and Jeannie Burnie, director at large. Burnie is also secretary of Ohio ENA.

Nightingale Winners

Two of six prestigious Florence Nightingale Awards for excellence in nursing city-wide went to TriHealth nurses in 2018.

Rita Hartman, RN, Good Samaritan Hospital 11AB, is “the whole package — not just an exceptional nurse and a critical thinker but a true healer,” according to Nurse Manager Rhonda Wilson, MSN, RN, NE-BC. Hartman provides healing touch and massage for those who need it and emphasizes the importance of giving comfort to people at a time when they are most vulnerable. She has more than 43 years of nursing experience.

Stephanie Mackey, BSN, RN, CEN, Bethesda Butler Emergency Department nurse, is a true patient advocate, making sure patients have information and connections to community resources that address issues of food insecurity, homelessness and addiction. “She is caring, honest and straightforward,” says Nurse Manager Kathy Lebowitz, MSN, RN, CEN, NEA-BC. “As a champion for the highest quality of care, she rolls up her sleeves developing and teaching educational programs.”

Embracing Diversity

Nurses at TriHealth strove for inclusion of all people in a variety of ways in FY 2018. Cardiac nurses at Good Samaritan Hospital initiated new options for selecting gender identity and pronoun preference in the TriHealth registration process.

Nurses facilitated interpreter services, which provided 1,469,745 interpreting minutes in 84 languages, an increase from 1.3 million minutes in FY 2017. This included in-person interpreting, call-in service to TriHealth facilities, phone/audio interpreting and video interpreting through TriHealth’s Interpreter on Wheels program.

TriHealth’s Diversity Department also offered nurses access to programs and presentations on topics including understanding barriers for people with limited English proficiency, and communicating with people who experience hearing, speech and deafness disabilities.

Children Get VIP Treatment in Anderson

Jason Deuer, BSN, RN, PACU nurse, sets his young patient at ease with a stuffed animal and coloring supplies. He and team members at TriHealth Surgery Center Anderson use these small gifts to reduce stress and anxiety for young patients before a surgical procedure. They also allow a parent to accompany a child to the operating room until anesthesia is started. TriHealth Surgery Center Anderson opened in early 2018 on Five Mile Road with four operating rooms and an endoscopy suite.
Leveraging the Power of Multiple Disciplines

The collective power of an interdisciplinary team offers a patient the benefits of different viewpoints and varied medical skills.

TriHealth’s unique collaboration with BrightView outpatient addiction services brings together TriHealth’s medical expertise with BrightView’s experience in providing medication-assisted treatment. Nurse Educator Ginger Metz, MSN/ed, RN, SANE, works in Bethesda North Hospital’s Special Care Nursery and is the lead Maternity Educator at BrightView. She created BrightView’s pregnancy curriculum, and she believes the knowledge she imparts to expectant mothers at BrightView is invaluable to them when they come to Bethesda North to deliver their babies.

Coming Together for Patient-Centered Care

Providers coming together to take care of the patient and family is at the core of TriHealth’s patient-centered surgical home. It’s called the TriHealth Surgical Optimization Center and it pulls together everyone who is taking care of the patient to standardize best practices and make the patient feel connected to caregivers before, during and after surgery.

Ideally, each team member works at the top of his or her licensure: Anesthesia, Surgery, primary care, a surgery nurse practitioner, nurses, nurse navigator and Performance Improvement.

One goal is to make the patient as healthy as possible before surgery. That could mean getting blood sugars under control for a person with diabetes or lowering blood pressure. Once a patient goes home, team members follow up to ensure that the patient stays on the path to recovery. Early results for a colorectal surgery pilot demonstrated significant reduction in surgical site infections and reduced length of stay.

Practice Makes Perfect

Communication is critical to effective teamwork, especially as nurses, doctors, pharmacists, respiratory therapists, techs and others come together in high-stress situations. Simulations offer an effective way to optimize the performance of the individual and the team.

“In 18 years, I have yet to see a team run any kind of patient event in a flawless fashion without training,” says Michael Moyer, PhD, CAE, USAFSAM, MS, EMT-P, Program Director for the TriHealth Center for Simulation & Education.

Most simulations are conducted on patient floors, making a scenario as realistic as possible. If mistakes are made, they can be discussed later — no harm done. When the situation occurs in real life, team members are better prepared to apply what they’ve learned.

Specialty Certifications Mean Better Care for Patients

In FY 2018, The Joint Commission (TJC) awarded disease-specific certification (DSC) for both Bethesda North Hospital’s and Good Samaritan Hospital’s advanced inpatient diabetes programs. Bethesda North also received recertification for hip fracture care and Good Samaritan received first-time certification for cardiac valve repair and replacement.

TJC disease-specific certifications mean good things for patients, who benefit from high-quality outcomes, consistent standards, performance improvement and exceptional teamwork.

Advanced certification programs help set best practices across the nation by conducting research, publishing and sharing results at national forums. They also demonstrate continuity of care from office visits through hospitalization and care after discharge.

TriHealth hospitals have earned a number of disease-specific certifications in recent years, as shown below.

<table>
<thead>
<tr>
<th>TriHealth TJC Disease-Specific Certifications</th>
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<tbody>
<tr>
<td>• Bethesda North Hospital:</td>
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<tr>
<td>– Advanced Primary Stroke Center</td>
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<td>– Advanced Inpatient Diabetes</td>
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<tr>
<td>– Joint Replacement — Hip</td>
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<td>– Joint Replacement — Knee</td>
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<td>– Hip Fracture</td>
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<td>• Bethesda Butler Hospital: Acute Stroke</td>
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<td>• Bethesda Arrow Springs: Acute Stroke</td>
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<td>• Good Samaritan Hospital:</td>
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<td>– Advanced Total Hip and Knee</td>
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<td>– Advanced Primary Stroke Center</td>
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<td>– Advanced Inpatient Diabetes</td>
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<td>– Joint Replacement — Shoulder</td>
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<td>– Leukemia</td>
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<tr>
<td>– Cardiac Valve Repair and Replacement</td>
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<tr>
<td>• Good Samaritan Western Ridge: Acute Stroke</td>
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In Pursuit of Knowledge: Research and Evidence-Based Practice Projects (EBP)

**Completed Research**

TriHealth nurses completed five research studies in FY 2018. Research continues, with nine additional studies currently approved and eight studies in development. Completed studies include:

- **“The Effectiveness of the Surgical Checklist Brief and Debrief in Preventing Surgical Errors”**
  — Principal investigator (PI): Sherrie Chenault, MSN, RN, CNOR, Bethesda North Hospital, Perioperative Services
- **“The Use of Weighted Blankets in the Care of Infants with Neonatal Abstinence Syndrome (NAS)”**
  — PI & sub-PI: Virginia Summe, RN; Peggy Eichel, MSN, RN, RNC-NIC, Good Samaritan Hospital, Neonatal Intensive Care Unit
- **“Understanding Variation in Hospital Falls: A Pilot Study of Fall Risk and Prevention Instruments”**
  (TriHealth participated in a national, multi-site study, collecting data from Bethesda Butler Hospital inpatient unit)
  — PI: Barbara Gillman Lamping, PhDc, MSN, MEd, RN, Good Samaritan College of Nursing and Health Sciences
- **“Hospitalization During High-Risk Pregnancy: An Intervention to Support Coping with Anxiety and Depression”**
  — PI & sub-PIs: Michelle Bachman, BSN, RN; Cindy Radar, BSN, RNC-OB; Carolyn Slone, BSN, RN, MSOL; Laura Freeman, RN; Ruth Hein, BSN, RN, Good Samaritan Hospital, Special Care OB
- **“Implementation of a CVICU Family Diary”**
  — PI: Jane Whalen, DNP, RN, CCRN, CCNS-CSC, Good Samaritan Hospital, Cardiovascular Intensive Care Unit

**Evidence-Based Practice Projects**

TriHealth nurses completed 15 EBP projects in FY 2018. Work continues on 13 additional projects. These projects have added to the knowledge base of nursing practice and some have had far-reaching effects.

Among projects with widespread applications are:

**Evaluating Sedation Options for Minor Pediatric Procedures in the ED:** Amy Costello, RN, and Kim Schneusser, MSN, RN, CEN, Bethesda Arrow Springs, found evidence to support using intramuscular ketamine or intranasal Versed sedation for minor pediatric procedures in the Emergency Department. The Emergency Nurses Association and professional literature recommend these methods in non-pediatric facilities over peripheral IV to decrease patient and caregiver anxiety and trauma.

The TriHealth corporate sedation policy was changed to allow physicians in all TriHealth Emergency Departments, at their discretion, to choose intramuscular ketamine without IV insertion for sedation during minor pediatric procedures. Carts with IV supplies are readily available, if needed during a procedure.

**Evaluating Glucose Gel as Treatment for Neonate Hypoglycemia:** Nicole Winterhalter, BSN, RN; and Amy Carnohan, MSN, RN, RNC-MNN, Good Samaritan Hospital Mother/Baby Unit, with guidance from Luann Slusher, BSN, RNC-OB, C-EFM (mentor), explored whether giving glucose gel to newborns was equally effective as the current practice of formula supplementation in resolving hypoglycemia. Good Samaritan maternity nurses implemented a protocol and education on when and how to administer glucose gel. Early results show fewer admissions to the Neonatal Intensive Care Unit (NICU) when glucose gel is used as the first line of treatment. Decreased NICU admissions would result in a cost savings to the organization and spare many infants painful procedures and separation from their mothers.
“Empowering clinicians to question their practice, to search the evidence for best practices, to critically appraise that evidence or to conduct their own nurse-led study when evidence doesn’t exist is an important way to advance nursing as a profession and to grow a culture of inquiry at the bedside. That work can be even more impactful if shared throughout the system, nationally and even internationally.”

– Rachel Baker, PhD, RN, CPN, TriHealth Nurse Researcher

When Magnet appraisers visited TriHealth in 2017, they praised nurses’ research studies and evidence-based practice projects, while encouraging more widespread dissemination of the new knowledge generated.

In FY 2018, TriHealth nurses answered the challenge with publications and multiple podium and poster presentations throughout the country. Some highlights include:

• Angela Bova, RN, Hospice of Cincinnati, published “The Importance of Palliative Care in Patient Therapy,” in the International Journal of Scientific and Research Publications.

• Pam Erpenbeck, MSN, RN, FF/NR-P, CEN, SCRN, and Michael Mullen, MSN, RN, CEN, presented “Improving Assessment of Posterior Stroke Patients” at the 2017 AANN Stroke Symposium in Chicago.

• Bethesda Butler Hospital Emergency Department nurses Darris Bohman, BSN, RN, CEN, and Jennifer Williams, BSN, RN, CEN, spoke at the Putting Care at the Center 2017 conference in Los Angeles. Bohman and Williams presented their innovative work to improve outcomes for vulnerable populations by screening for social needs in the Bethesda Butler ED. Catholic Health Initiatives was so impressed that it is piloting social needs screening in three primary care offices and wants to collaborate on ideas for acute care settings.

• A poster presentation on using glucose gel as treatment for newborn hypoglycemia (see EBP projects on page 15) was given at the Helene Fuld Health Trust National Institute for EBP Summit in Columbus, Ohio.

• A poster on “The Use of Weighted Blankets in the Care of Infants with Neonatal Abstinence Syndrome (NAS),” by Virginia Summe, RN, and Peggy Eichel, MSN, RN, RNC-NIC, (see completed research on page 15) won the 2018 Applied and Basic Research Award at the National Perinatal Association’s Annual Conference in Loma Linda, Calif., in March 2018.

• A poster titled “The Journey to Make System-Wide Evidence-Based Changes to Peripheral IV (PIV) Practices” was presented by Aminda Seymour, MSN, RN, CEN, VA-BC, and Linda Gilton, RN-BC, at the Association for Vascular Access Conference in Phoenix in 2017. Another poster on the same topic was presented by the two nurses at the 2017 ANCC National Magnet Conference in Houston.

• Marty House, MSN, RN, CNML, Good Samaritan Neuro ICU, presented a poster on “Nurse-Led cEEG Program” at the AACN National Teaching Institute meeting in Houston.

• Julia Ornella, BSN, RN, CHPN, spoke on “Hospice Inpatient Standardized Patient-Family Conference (PFC) Process” at the Helene Fuld Health Trust National Institute for EBP Summit in Columbus, Ohio, in fall 2017.

Katherine Tuchfarber BSN, RN, Western Ridge Emergency Department, presented two posters at the 2018 Tristate Nursing Excellence Symposium (TNEC) in Cincinnati: “Improved Management of Alzheimer’s Patients with Activity Blankets” and “Management of Patient Experiencing Chest Pain in the Emergency Department.” She is pictured here with an activity blanket she helped design to occupy Alzheimer’s patients while they are awaiting care in the Emergency Department. The TNEC symposium allows clinical nurses in the TriState to share best practices and care innovations. Sixty-seven TriHealth nurses attended, one nurse gave a podium presentation and eight nurses presented posters.
Nursing Inquiry Day Promotes Quest for New Knowledge

TriHealth’s seventh Nursing Inquiry Day, “Nurses Leading the Way Through Inquiry,” featured panel discussions, podium presentations, and poster presentations on evidence-based practice projects and research studies.

Xavier University faculty member Linda Bova discussed “Three Modes of Clinical Inquiry.” The day promoted an exchange of ideas among nurses regarding research and evidence-based practice. It was held at Good Samaritan Hospital with live video conferencing to other TriHealth hospitals.

“It’s so great to let nurses know about all the projects that are going on across TriHealth and how they might apply to their work,” says Tina Steele, BSN, RN, ONC, BSN-CC, charge nurse, Good Samaritan Infusion Center.

Steele has been involved in Nursing Inquiry Day for four years and is chair of the planning committee.

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“Some nurses think, ‘I could never do that,’ but NID alleviates the myths and highlights the possibilities once they see they might use it for their unit,” she says.

Projects Awarded for Furthering Quality, Safety, Service

Nurses joined forces with interdisciplinary colleagues on projects recognized during TriHealth’s annual Quality, Safety, Service Excellence days. Awards for projects with at least one nursing team member included:

1st Place and People’s Choice Award: “Empowering Staff Improves Hypoglycemia Management”
Team leader: Ashley Cox, MSN, RN, CNL, CMSRN, Good Samaritan Hospital, 14AB

The nursing team decreased the delay in treatment of hypoglycemia and improved patient outcomes by implementing a new evidence-based practice, which includes identifying and encouraging the correct management of hypoglycemia, using a hypoglycemia log, one-on-one team member education, discussing hypoglycemic events at change-of-shift safety huddles, weekly audits, and recognizing team members when standards are met.

Results from September 2016 through February 2018 include:

- Average time between blood glucose less than 70mg/dl and the next monitored blood glucose decreased from 97.2 minutes to 26.1 minutes.
- Correct treatment by team members of blood glucose less than 70mg/dl improved from 30 percent to 92 percent.
- Documentation of the treatment in the electronic medical record improved from 40 percent to 82 percent.
- Team members reported higher confidence in managing hypoglycemia.

The team is implementing the new process system-wide.

2nd Place: “SAFE: I Am Safe. You Are Safe. We All Are Safe!”
Team leader: Pam Johnson, MSN, RN, CNL, Bethesda North Hospital, 5-200

3rd Place: “Ensuring Positive Patient Outcomes When Seconds Count!”
Team leader: Diana Pelzer, BSN, RN, CAPA, Bethesda Butler Hospital, Perioperative Services

Ten nurses gave poster presentations at Nursing Inquiry Day.
TriHealth Nursing by the Numbers

3,123
TriHealth nurses

303
Licensed practical nurses

226
Advanced practice nurses

Professional Development

Nurses achieved 119 new specialty certifications, a rise from last year’s 99 new certifications. Eighty-eight nurses became recertified.

Continuing Education

1,989 online courses were completed by nurses through the HealthStream CE Center. More than 2,000 continuing education courses and 40 certification preparation programs allow nurses to earn CE credits from several accreditation bodies.

Clinical Ladder Participation

Community Outreach

48,233 patient calls were completed by a team of four full-time and three part-time callers. They contacted low- and medium-risk patients discharged from TriHealth hospitals and emergency departments to check on their progress and answer questions.
Outreach Ministries

Outreach Ministries served approximately 830 clients in FY 2018. Staff also attended community events (often with translators to reach more people), staffed blood pressure clinics, interfaced with local church congregations, and served at soup kitchens and food pantries. With $150,000 in funding from the Good Samaritan and Bethesda Foundations, Outreach Ministries provided clients with temporary assistance to cover costs of transportation, rent, utilities, food, furniture, baby cribs, car seats and educational toys. The foundations also provided funding to purchase education pamphlets to distribute at events. The ministries collaborate with New Life Furniture to provide furniture to families recently experiencing homelessness.

Turnover and Vacancy Rates

FY 2018 Nursing Turnover

TriHealth’s nurse turnover rate for FY 2018 was 8.43 percent. This was below the system’s target rate of 14.80 percent and The Health Collaborative’s most recent reported rate of 11.49 percent for nursing turnover in the region.

FY 2018 Nursing Vacancy Rate

TriHealth’s nurse vacancy rate for FY 2018 was 5.80 percent. This was below TriHealth’s target rate of 5.90 percent and The Health Collaborative’s most recent reported rate of 7.29 percent for nursing vacancies in the region.

Corporate Health Onsite Medical Services

92 healthcare practitioners (nurses, physicians, nurse practitioners, physician assistants, physical therapists, athletic trainers and other ancillary staff) provided services to:
- 24 business partners
- 132,500+ employees

Good Samaritan Free Health Clinic

31 nurse volunteers, including 11 TriHealth nurses, volunteered 1,533 hours

13,111 patient visits were scheduled in FY 2018, up from 11,349 scheduled visits last year

12 TriHealth Nurse Midwives

- Healthy Beginnings Program outpatient visits for uninsured women: 2,452
- Healthy Beginnings births: 161
- Winton Hills Medical Center federally funded patient visits: 366
- Winton Hills births: 8
- Centering Pregnancy Program: 47 participants

Hospital and System Awards

TriHealth awards at the hospital and system level in 2018 include:
- Bethesda North Hospital and Good Samaritan Hospital: Watson Health (formerly Truven) — 100 Top Hospitals
- McCullough-Hyde Memorial Hospital: Premier Inc. Award for Hospital Improvement Innovation Network (HIIN) Excellence in Patient Safety Across the Board
- TriHealth: Watson Health — Top 15 Health Systems in the Country; Best Workplaces in Ohio (Ohio Business); Working Mother Magazine 100 Best Companies for Working Moms

TriHealth Certified Nurse Midwife Sue Wenn, MSN, CNM, examines a patient at Good Samaritan Hospital.
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.

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