Nursing—The TriHealth Way

Nursing Annual Report
2019

MAGNET RECOGNIZED
AMERICAN NURSES CREDENTIALING CENTER

Bethesda Arrow Springs, Bethesda Butler Hospital, Bethesda North Hospital, Bethesda Surgery Center, Cardiac Rehabilitation at the TriHealth Fitness & Health Pavilion, Good Samaritan Hospital, Good Samaritan Western Ridge
Skinner Appointed Chief Nursing Executive

Jenny Skinner, MSN, RN, became TriHealth’s new Senior Vice President and Chief Nursing Executive (CNE) in fall 2018, transitioning from her role as TriHealth’s Senior Director of Organizational Effectiveness.

With 40 years of combined nursing and healthcare administrative experience, Skinner brings a unique set of skills to lead TriHealth Nursing in a rapidly changing healthcare landscape. She succeeded retired CNE Mary Irvin.

Skinner joined TriHealth as a nurse manager at Bethesda North Hospital in 1990. She then worked as Coordinator for Nursing Quality Improvement, Manager of Corporate Education and Director of Corporate Education/Nursing Support Systems.

“Jenny Skinner’s extensive clinical and nursing leadership experience, combined with her unwavering commitment to excellence in patient care, Magnet® and our TriHealth Way make her uniquely qualified for the CNE role,” says Mark Clement, TriHealth President and CEO. “Jenny’s highly collaborative, hands-on servant leadership style is deeply rooted in TriHealth’s mission, vision and values. She has a proven track record of making a difference and is off to an amazing start as TriHealth’s new CNE!”

Niederbaumer Retires as Good Samaritan Region CNO

After 40 years as a nurse at Good Samaritan Hospital, Paula Niederbaumer, MSN, RN, NEA-BC, retired as Vice President and Chief Nursing Officer (CNO) of the Good Samaritan Region.

During her tenure as CNO, Niederbaumer created an atmosphere in which nurses could thrive. “Over the years, I’ve watched Paula be supportive of her staff and empower them to reach Magnet®-level standards in their nursing practice,” says Jenny Skinner, MSN, RN, Senior Vice President and Chief Nursing Executive for TriHealth.

“Paula was accessible on a personal and professional level,” adds long-time colleague Judy Mitchell, MSN, RN, PMHNP-BC, Director of Behavioral Health. “Patients and families were always at the center and everything else revolved around that.”

Niederbaumer says, “I will truly miss watching the power and commitment that TriHealth nurses demonstrate. The nurses I have worked with have a true passion to do what is right. I am honored to have worked with great nurses who have given so much of themselves to serve others.”

Paula Niederbaumer
Praise for an Amazing Nursing Team

Dear TriHealth Nurses,

What an incredible journey FY 2019 has been! We have accomplished so much over the past year. From launching a new Nursing Strategic Plan to completing and continuing many research and evidence-based practice projects, we are progressing the nursing profession beyond our own walls. We have added and promoted multiple nursing leaders who have stepped up to the challenge with determination and enthusiasm. We have focused on working together, across units and departments, to help us deliver an exceptional patient experience across all TriHealth locations. We even ended FY 2019 financially strong, giving us a great position heading into FY 2020.

As we look toward the future, we want to use data to drive decisions and give us the ability to be more proactive in our approach. By utilizing the latest technology, we can work smarter instead of harder, maximizing our resources while continuing to deliver the best patient outcomes. We are developing a workforce strategic plan to optimize our recruitment and retention of high-caliber nurses.

I can’t thank all of you enough for your hard work, compassion and natural inclination to always do the right thing for our patients and each other. As we approach the end of my first year as your Chief Nursing Executive, I can’t help but think about how proud I am of this team and how honored I am to have the privilege of leading TriHealth nurses. Being able to work with this amazing nursing team has been the best part of my job this past year.

Thank you for all that you do, and I’m excited to continue this journey in FY 2020!

Jenny Skinner, MSN, RN
Senior Vice President and Chief Nursing Executive
Transformational Leadership

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

Leading the Transition to an Orthopedic Hospital at TriHealth Evendale

Coordinating multiple moving parts and adapting as she goes has become second nature to Suzy Jones, BSN, RN, CNOR, Site Nursing Administrator for TriHealth Evendale Hospital. When TriHealth announced in FY 2019 that multispecialty Evendale Hospital would transform into an all-orthopedic hospital within two years, she became the point person responsible for a seamless transition of clinical operations.

As Jones explains, her aim is to “help this great team understand the why behind the strategic plan, get their input and ideas, and support the committees so they’re part of the planning process as well as implementation.”

She notes that Evendale Hospital is a high-quality, lower-cost provider, which makes it an efficient setting for a growing number of outpatient knee replacement surgeries and other orthopedic procedures. For those patients who can’t go home the same day, Evendale Hospital has 29 inpatient beds.

Phase I of the move transitioned ophthalmology procedures to Bethesda Surgery Center four miles away and brought orthopedic staff and equipment from that center to Evendale.

Jones says, “You have to help people adjust to the changes. We’re welcoming new people to our team and partnering them with an established team member who can be their ambassador.”

Outpatient Surgery Centers Across the City

In addition to Evendale Hospital, Jones oversees:

- TriHealth Surgery Center West, a multispecialty outpatient surgery center off I-74 on North Bend Road
- TriHealth Endoscopy Center North, performing outpatient endoscopy procedures on Bethesda North Hospital’s campus
- TriHealth Hand Surgery Center, performing outpatient orthopedic hand surgery on Oak Street in Clifton. The Hand Surgery Center is undergoing a year-long expansion and renovation while maintaining current operations.

Altogether, the centers employ 122 nurses who assisted with 39,230 outpatient surgeries in FY 2019.

Pursuit of Magnet Recognition

All of Jones’ sites are striving to gain Magnet Recognition when TriHealth Nursing submits documentation for re-designation in 2021. TriHealth Evendale Hospital and the other sites will be part of the Good Samaritan Region. They have appointed professional excellence champions who meet monthly and have identified gaps they need to work on to meet Magnet standards.

“The Professional Excellence Committee is really engaged and bringing information back to the units. It’s very collegial, with incredible, positive leadership,” Jones says.
Behavioral Health Nurses Drive More Timely Patient Discharges

Patients admitted to Good Samaritan Hospital’s 27-bed Behavioral Health unit generally come in after 2 p.m. each day from the Emergency Department or other units. Yet, in July 2018, only 36 percent of patients ready to leave the Behavioral Health unit were being discharged before 2 p.m. The convergence of patients coming and going at the same time led to delays in getting newly admitted patients into beds. Many waited in the ED until a Behavioral Health bed became available.

Determined to improve patient flow and overall patient experience, Director of Behavioral Health Judy Mitchell, MSN, RN, PMHNP-BC, and Clinical Nurse Leader Pamela Larkins, DNP, RN, CNL, began working with a network of team members to release appropriate patients from the unit well before 2 p.m. The team committed to a review of every patient, every day, with every discipline present at care progression rounds. With physicians, nurses, social workers and therapists all engaged, the team accomplished meaningful work on the discharge process.

Mitchell says in just a few months, the process greatly improved. By June 2019, 88 percent of patients were being discharged before 2 p.m.

Like Clockwork

To accomplish this positive change, the team analyzed discharge process steps and identified obstacles.

“There’s a lot of work around discharge,” Mitchell says. “We have to contact the family, arrange for transportation and make follow-up appointments.”

Mitchell and Larkins helped drive several notable improvements to facilitate timely discharges:

- With input from the group, Larkins developed a discharge checklist to be completed by each discipline.
- The discharge process now begins the day before the actual discharge.
- Physicians schedule their rounds earlier to see patients and finalize discharge details before morning care progression rounds.
- Patients receive word the day before that they’ll be going home the next day, thus alleviating some of their anxiety.
- The leadership team meets weekly to discuss patient satisfaction and review electronic discharge reports. “We have the opportunity to identify variances, look at themes and respond proactively,” Mitchell says.
- Larkins leads and steers the daily care progression rounds and ensures accountability. Michael Grossi, LISW-S, Supervisor of Social Work and Intake for Behavioral Health, comments, “It requires extraordinary communication skills to steer the multidisciplinary discussion. Dr. Larkins has done that fantastically.”
- Mitchell adds, “It’s one thing for us to design a process. It’s another thing to carry out that process day to day in care progression rounds.”

As a result of these efforts, Mitchell says, “We’re in alignment. We have prioritized what was in the best interest of our patients, hospital and organization.”

Advancing Nursing Practice Through Shared Leadership Committees

Shared Leadership Committees (SLCs) on nursing units throughout TriHealth bring staff nurses together to spark ideas for improving patient care and the overall work environment.

In FY 2019, SLC accomplishments included:

- Good Samaritan Hospital’s Outpatient Treatment Center/Endoscopy created a discharge sheet with easy-to-understand instructions about possible side effects of anesthesia.
- Shared Leadership teams from each Hospice of Cincinnati home care team worked on a medication tracking form for family caregivers to use in the home.
- Bethesda Butler Hospital Inpatient Unit and Intensive Care Unit created a safety plan regarding pediatric patients staying for observation. They also created a resource book for pediatric care.
- Emergency Departments across TriHealth changed their fall scale to the KINDER 1 Fall Risk Assessment Tool to better identify fall risk patients.
- Nurses at the Anderson Infusion Center scored all patients using the Morse fall scale, and high-risk patients were identified with a yellow fall risk band and escorted by staff while they were walking or transferring. The center reported no falls for FY 2019.
- Bethesda North Minimally Invasive Surgery Center (MISC) revised its ABC “cart,” a wall of separate peel-pack instruments arranged in alphabetical order kept on site at the MISC. New checkpoints better ensure that all necessary instruments are on the cart for surgical procedures. Steps have been taken to correctly label bins on the cart and specify minimum supply levels to keep the cart appropriately stocked.
- Good Samaritan Hospital 12AB SLC encouraged staff to take the Certified Medical-Surgical Registered Nurse (CMSRN) certification exam through the FailSafe Program, which allows nurses more than one chance to pass the exam, at no additional cost. Ninety-six percent of 12AB nurses are CMSRN certified.
Aligning a Heart Team

When TriHealth leadership announced that the system would consolidate its heart surgery program at Bethesda North Hospital, Cardiovascular ICU Manager Pam Smith, MSN, RN, CNML, had 70 days to move her CVICU team from Good Samaritan Hospital to its new location on the first and second floors of Bethesda North.

“Looking back, I can’t believe we did it and maintained positive outcomes and positive patient satisfaction,” Smith says.

She brought 52 CVICU nurses with her – almost her entire team. In addition, she began relationship building with the 18 nurses already working in Bethesda North’s Medical-Surgical ICU.

“One of the most difficult things was to merge and form a team from two different sites on two different floors. What helped us survive was the teamwork,” Smith says. “We had some team building, some parties for new babies and socializing outside of work. We paired people from different sites on some tasks. We mentored and educated each other.”

Bethesda North nurses weren’t familiar with structural heart procedures, such as aortic repairs or transcatheter mitral valve replacements. Good Samaritan nurses hadn’t worked with critical care intensivists. They taught each other. Smith also gave her team autonomy. She told them what they needed to achieve but let them decide how to get there.

“They know best practices and evidence-based practice,” she says. “After a month, there was no them and us. There was just our team. We had physicians, nurse practitioners, intensivists, nurses and two new surgeons all in the same boat going through the transition at the same time.”

Educators and nurse practitioners also taught nurses on 5-300, 4-200 and the Post-Anesthesia Care Unit about wound care and special monitors and drips for post-heart-surgery patients.

After six months, Smith is pleased with the progress. “I’m so very proud of them for their commitment to excellence and always putting the patient first. It has not been easy for people used to being in total control of their environment, situation and knowledge to have all of that disrupted – and to manage the high level of care required with a positive attitude. If anybody’s nimble, they are. If anybody’s agile, they are. They have risen to the occasion.”

Regarding the transition to one heart surgery location, she says, “It’s the best thing for our patients. It was the right thing to do. In one second, you can get the resources you need, because everyone is logistically in the same place. We are moving forward together and are confident we provide the best heart care in the region.”
Structural Empowerment

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

It Takes a Village

When Katie Fitzpatrick, Unit Coordinator on Bethesda North Hospital 2-300 nursing unit, adopted four siblings in November 2018, nursing team members rallied around with support. They’ve offered friendship and have watched the children on holidays when she has to work. Nurses on 2-300 adopted her family for Christmas. Fitzpatrick says, “The people at TriHealth have become like family. They’ve been very supportive in accommodating my schedule. They’ve been there through it all.” Pictured with Katie and her son Nathan (18), are her adopted children, left to right: Mya (4), Michael (5), Mari (7) and Peytlyn (2).

Task Force Updates Shared Decision-Making Structure

To help ensure professional excellence in TriHealth Nursing, a task force reviews the Nursing division’s Shared Decision-Making (SDM) structure every three years. In August 2018, the assigned task force used an Appreciative Inquiry “5 Ds” approach to (1) Define their problem/purpose (2) Discover (3) Dream (4) Design and (5) Deliver.

“This approach allowed the team to identify the positive aspects of the SDM structure and build on them to keep its unique strength, while enhancing some aspects for future success,” says Zakiyyah Thurman, MSN, RN, CMSRN, ONC, task force member and Professional Excellence Specialist for the Good Samaritan Region.

As a result, the task force made the following changes to TriHealth Nursing’s SDM structure:

- Quality Council is now the Quality & Safety Council.
- Clinical Support Team is now the Nursing Clinical Support Team.
- Recognition and Retention Committee has separated into two committees: Recognition Committee and Recruitment & Engagement Committee (both reporting to Operations Council). The latter focuses on engagement and retention of team members, plus onboarding new team members into the TriHealth system. It also recruits team members to serve on Nursing councils and committees.
- The Barry Willison Scholarship Fund is a new committee that reports to Education Council.
- Informatics has been removed from Practice Council but is available to assist as needed.
Grassroots Ideas
Create Foundation for Nursing Strategic Plan

During the March 2018 TriHealth Nursing Retreat, staff nurses and nursing leaders brainstormed about priorities and goals for the FY 2019-2021 Nursing Strategic Plan.

“What’s striking to staff nurses about the strategic plan that emerged is that it wasn’t delivered from the top down,” says Amy Keller, MSN, RN-BC, Professional Excellence Specialist. “Bedside nurses were instrumental in developing strategies and goals to support the achievement of our nursing mission.”

Building on work that started at the Nursing Retreat and was further defined in committees, the nurses on the front lines created a plan and submitted it to nursing leaders.

Elements of the plan are aligned with TriHealth Nursing’s Professional Practice Model. Built on the principle of “Caring for People First,” both the Professional Practice Model and the Nursing Strategic Plan develop nursing practice from four foundational Pillars of Care:

- Healing Environment
- Safe and Reliable Care
- Patient/Family-Centered Care
- Shared Decision-Making

From each of these pillars, nurses developed measurable goals to enhance and strengthen those pillars. Nursing leaders accepted the plan, which is currently in progress.

Nurses Engage in Community Involvement

TriHealth nurses have a long tradition of making a difference in the community.

Following a Community Health Needs Assessment in Oxford, Ohio, McCullough-Hyde Memorial Hospital’s Director of Community Wellness and Volunteer Services Sharon Klein, BSN, RN, participated in creating an action plan to address top community health issues: mental health, alcohol and drug abuse, and obesity.

“We’re an integral part of our community. The hospital is one of four major supporters of the Coalition for a Healthy Community – Oxford area,” Klein says.

Popular programs have included a Mental Health First Aid USA training program to teach individuals how to recognize and respond to warning signs of mental illness and abuse disorders. A yoga in the park summer series, park cleanup days, participation in building ball fields and walking paths, sports physicals at local schools and a safe sitter class are other community-centered activities.

Klein also volunteers as clinical coordinator for the Oxford Free Clinic, which serves about 350 patients. McCullough-Hyde contributes financial support for free medication and testing, plus two monthly clinics for chronic patients and one monthly gynecology clinic.

At Bethesda Butler Hospital, Emergency Department (ED) nurses Darris Bohman, BSN, RN, CEN, and Jennifer Williams, BSN, RN, CEN, screen patients in the ED for food insecurity and other social needs. They were featured in Charting Nurses Future newsletter in January 2019.

In FY 2019, nurses across TriHealth shared their time and talents in myriad ways. They:

- Provided emotional and material support to co-worker Katie Fitzpatrick, a unit clerk whose foster care led to adoption of four siblings removed from an unsafe home environment (see photo on page 7).
- Participated in mission trips near and far, including trips to Paintsville, Ky., Haiti, Belize, Mexico, Uganda and Tanzania.
- Volunteered locally at Matthew 25 Ministries and Ronald McDonald House and ran as teams and individuals in the annual Heart Mini Marathon.
- Prepared gift bags for Tender Mercies residents struggling with homelessness and severe mental illness.
- Collected gently used maternity clothes for Hope’s Closet and gathered items for a Pregnancy Care Center West store. Women can earn “bucks” by attending educational classes and use their bucks to buy items in the store.
- Organized a Spa Day at a local nursing home.

Mccullough-Hyde Memorial Hospital’s Sharon Klein (back right) facilitates a listening session in Reily Township.
DAISY Award Recognizes Nursing Skill and Compassion

More than 200 TriHealth nurses have received the DAISY Award for Extraordinary Nurses since TriHealth began participating in 2006. The DAISY (which stands for Diseases Attacking the Immune System) Award recognizes compassionate, excellent nurses in more than 3,300 health systems and nursing schools globally.

Dawn Radcliffe, MSN, RN, Project Coordinator, Nursing Administration, oversees the program, with awards now presented quarterly across TriHealth. Five winners received awards in FY 2019:

- Michele Bunning, MSN, RN, CNE, CMSRN, Associate Professor of Good Samaritan College of Nursing and Health Science, received the award for the second time in September 2019. Bunning coordinated the DAISY award from 2006 to June 2018, when she turned it over to Nursing Administration and the Nursing Recognition Committee.
- Uloho Edah, RN, Bethesda North Cardiovascular Intensive Care Unit
- Katie Keller, BSN, RN, Bethesda North Same Day Surgery
- Jackie Martini, BSN, RN, Good Samaritan Hospital Labor and Delivery
- Wendy Parker, BSN, RN, Bethesda Butler Hospital Perioperative Services (see story below)

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.

Becoming a High Reliability Organization

When an elderly gentleman came into Bethesda Butler Hospital Pre-Surgical Services to get clearance for knee surgery, Staff Nurse Wendy Parker, BSN, RN, noted his EKG was abnormal. Not satisfied when a provider at the patient’s primary care practice gave approval for the surgery to proceed, Parker called the practice to request that a doctor review the EKG. The patient subsequently saw a heart specialist and had triple bypass surgery. The patient and his wife credit Parker with canceling the knee surgery and saving his life.

This good catch illustrates the purpose of a high reliability organization: ensuring patient safety and optimizing outcomes.

“We need to hardwire safety habits and use safety and reliability tools to decrease errors,” says Alysia Dasenbrock, BSN, RN, Lead Patient Safety Specialist at TriHealth. “We think with a questioning attitude, use checklists, validate and verify, and repeat information back to a person if we’re unsure about details.”

During FY 2019, all team members, including nurses and physicians, attended a four-hour safety and reliability training seminar. In a Good Samaritan Hospital pilot program, safety coaches on every nursing unit served as champions for implementing safety and reliability tools.

The Safety team also oversees TriHealth’s Good Catch program, which recognizes interventions that prevent patient harm. Parker received an award for preventing a potentially life-threatening surgery.

Dasenbrock, who worked as a bedside nurse for nine years, says her job in the Safety Department “helps me to be an advocate for all of our patients. The tools we have help people pay closer attention to what they are doing. We want to achieve zero harm for our patients and team members.”

Nursing leaders have received additional training on distinguishing between human errors and system errors and intentional versus unintentional acts. This creates a more forgiving environment, with an opportunity for education.

Dasenbrock says, “We want people to report things and be transparent. We all need to speak up for safety.”

Staff Nurse Wendy Parker stopped a scheduled surgery when she noticed a patient’s irregular EKG report. The Bethesda Butler Hospital Pre-Surgical Services team member received a Good Catch Award for her timely intervention.
Nursing Achievements

Among local and national achievements for TriHealth nurses in FY 2019 were these highlights:

**Bethesda North Hospital Emergency Department** earned the Emergency Nurses Association Lantern Award in 2019 for quality, innovation, evidence-based practice and healthy work environment.

**Bethesda North Hospital** qualified as a top performer by the Society of Hospital Medicine in the Spring 2019 Glycemic Control eQUIPS Benchmark Report in the critical care category. Cardiovascular Surgery ICU and Medical-Surgical ICU data were submitted.

**Deana Birkenheuer**, MSN, RN, CHPN, RN-BC, received the Distinguished Nurse Educator Award from Mount St. Joseph University in Cincinnati.

**Cincinnati Area PeriAnesthesia Nurses Association** (CAPANA) board members include Bethesda North Hospital perioperative nurses **Diane Thompson**, BSN, RN, CAPA, President; **Sharon Gallagher**, RN, CAPA, Past President; **Melissa Dennis**, RN, CAPA, Scholarship; and **Sheila Hoff**, BSN, CMSRN, RN-BC, CAPA, Newsletter.

**Sherrie Chenault**, MSN, RN, CNOR, NEA-BC, is the regional representative for the Competency and Credentialing Institute through which perioperative nurses receive their OR certification. She encourages OR nurses to receive certification.

### Numbers Improve for Falls, HAPIs

Nursing across TriHealth sites reduced both hospital-acquired pressure injuries (HAPIs) and falls in FY 2019.

#### HAPIs

Several hospital units went eight or more quarters without a HAPI:
- **Bethesda North** – 4-200 and 5-200
- **Bethesda Butler** – Inpatient and ICU
- **Evendale** – Inpatient
- **McCullough-Hyde** – ICU and Inpatient
- **Good Samaritan** – 11AB, 11CD, 12AB, 12D, 10FG and NICU

#### Falls

FY 2019 saw a reduction in total falls and falls with injury. The Fall Steering Committee meets monthly to review fall progress and implement best practices and fall prevention education across all TriHealth sites.

Notable successes include the following hospital units that did not have any falls in FY 2019:
- **McCullough-Hyde ICU**
- **Bethesda Butler ICU**
- **Bethesda North Special Care Nursery**
- **Good Samaritan Neonatal Intensive Care Unit**

The following units did not have any falls with injury in FY 2019:
- **Bethesda Butler Hospital Emergency Department**
- **Bethesda North Hospital Progressive Care Unit**

Hospice Inpatient Falls

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*Includes Bethesda North, Bethesda Butler and Good Samaritan

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Inaugural Group Receives Nursing Excellence Awards

TriHealth’s Nursing Recognition Committee created seven new Nursing Excellence Awards in FY 2019. These awards recognized excellence in skills, knowledge, expertise and personal attributes that contributed to the delivery of quality patient care at TriHealth. Winners were:

Mary Ann Lancaster, DNP, RN, AGACNP-BC, Nurse Practitioner with Palliative Medicine at Bethesda North Hospital – Outstanding Advance Practice Clinician Award, for her demonstration of collaborative professionalism that contributes to enhanced, superior patient care and outcomes.

Jennifer Mollett, Patient Care Assistant at McCullough-Hyde Memorial Hospital – Partners in Practice Award, given to an exceptional non-nursing team member in recognition of a positive impact and support of nursing care.

Maico Baez, BSN, RN, CEN, Staff Nurse in the Emergency Department at Bethesda Butler Hospital – Rookie of the Year Award, given to a registered nurse of less than two years, who displays exemplary professionalism and a passion for the art and science of nursing.

Stephanie Mackey, BSN, RN, CEN, TCCN, Staff Nurse in the Emergency Department at Bethesda Butler Hospital – Preceptor/Clinical Coach of the Year Award, for guiding, supporting and influencing the careers of others.

Jen Conger, BSN, TNCC, RN-BC, Nurse Educator in the Medical-Surgical Intensive Care Unit and the Progressive Care Unit at Bethesda North Hospital – Exceptional Educator Award, for her commitment to continuously demonstrating specialty area expertise, education and innovation.

Jessica Brock, BSN, RN, Clinical Manager at McCullough-Hyde Memorial Hospital – Nursing Clinical Support Award for a non-traditional registered nurse who exemplifies excellence in quality and consultation.

Stephanie Woodward, MSN, RN, CCM, Manager of Case Management at McCullough-Hyde Memorial Hospital – Transformational Leader Award, for being a visionary, innovative leader and change agent.

Nurses Honored with Directors’ Awards

The annual Directors’ Awards for Excellence in Nursing recognize TriHealth nurses who set the highest standard in demonstrating Magnet® Model components, including Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations and Improvements, and Empirical Outcomes. Winners for FY 2019 included:

Jennifer Bohan, RN, CEN, Staff Nurse, Emergency Department, Good Samaritan Western Ridge

Melea Frazier, BSN, RN-BC, ONC, Staff Nurse, 6-300, Bethesda North Hospital

Vicki Groh, AAS, MA, RN, CHPN, Home Care Visit Nurse, Hospice of Cincinnati West

Cody Jackson, BSN, RN, CMSRN, SANE, Staff Nurse, Behavioral Health, Good Samaritan Hospital

Kristine Klausing, BSN, RN, CEN, TCRN, Staff Nurse/ Clinical Coach, Emergency Department, Bethesda North Hospital

Ginny Summe, RN, Staff Nurse, Neonatal Intensive Care Unit, Good Samaritan Hospital

Jared Ashley Wins Florence Nightingale Award

Jared Ashley, BSN, RN, CCRN, Good Samaritan Hospital Medical-Surgical Intensive Care Unit, received a Florence Nightingale Award for Excellence in Nursing in May 2019. The award recognizes outstanding nurses in Greater Cincinnati who provide exceptional care.
Clinical Nurse Leaders Pursue Safety and Quality

Creating and leading process improvement projects to impact long-term safety and quality is a new focus for Clinical Nurse Leaders (CNLs) at TriHealth. As they continue to mentor staff and remain connected to bedside nursing, they have taken on a more global view of patient care.

“The CNLs are improving patient care on their units by putting into practice standardized processes that can be executed by staff at the bedside,” says Carol Owens, MSN, BA, RN, NE-BC, Manager of Nursing Operations, who oversees the CNLs. “They bring a new way of thinking on how to do things, combining an analytical mindset with an ability to understand how the clinical world works.”

TriHealth established the CNL role in 2012 and now has nine CNLs and one Clinical Outcomes Nurse at Good Samaritan Hospital, 12 CNLs at Bethesda North Hospital and one Hospice of Cincinnati CNL.

In her newly created role as CNL for Hospice, Erin Gannaway, MSN, RN, CNL, says, “It’s exciting to be a trailblazer and develop the role. My top priorities include improving patient outcomes, and promoting best practice and team collaboration.” Gannaway, a six-year Hospice of Cincinnati nurse, feels privileged to work with patients and families during a vulnerable time in their lives.

At Good Samaritan Hospital, Barbara Vazquez, BSN, RN, works as a Clinical Outcomes Nurse for the Perinatal Department. She is pursuing her master’s degree in nursing to become a CNL.

Vazquez says, “What’s most gratifying for me in this new role is that I have the ability to implement change to improve outcomes and the quality of care across all areas in the perinatal units.”

Specialty Certifications Raise Bar for Patient Care

The Joint Commission (TJC) awards disease-specific certification (DSC) for hospital programs with high-quality outcomes, consistent standards, performance improvement and exceptional teamwork.

In FY 2019, both Bethesda North Hospital and Good Samaritan Hospital received new DSCs for patient blood management, related to all patients who may need blood or have already received blood.

TriHealth hospitals have earned a number of disease-specific certifications in recent years, with several renewed in FY 2019.

- **Bethesda North Hospital:**
  - Advanced Primary Stroke Center (renewed)
  - Advanced Inpatient Diabetes
  - Joint Replacement — Hip (renewed)
  - Joint Replacement — Knee (renewed)
  - Hip Fracture

- **Bethesda Butler Hospital:**
  - Advanced Primary Stroke Center (renewed)

- **Bethesda Arrow Springs:**
  - Advanced Inpatient Diabetes
  - Joint Replacement — Shoulder (renewed)
  - Leukemia
  - Brain Tumor
  - Perinatal
  - Patient Blood Management (new)

- **Good Samaritan Hospital:**
  - Advanced Total Hip and Knee (renewed)
  - Advanced Primary Stroke Center
  - Joint Replacement — Hip (renewed)
  - Patient Blood Management (new)
  - **Good Samaritan Western Ridge:**
  - Perinatal
  - Patient Blood Management (new)
  - Advanced Primary Stroke Center

Other Amenities and Services

At Bethesda North Hospital:
- Dads receive three meals a day plus snacks on the unit so they don’t have to leave baby and mom.
- Breastfeeding education begins in obstetricians’ offices so women can make informed choices about breastfeeding and know what to expect when they come to the hospital.
- All Labor & Delivery rooms accommodate women who want a natural childbirth experience and include large soaker tubs or large open showers.
Consistent Practices Enhance the Patient Experience

At the heart of TriHealth’s signature patient experience are the nurses who provide bedside care 24/7. Striving to improve that experience with an even higher level of engagement, nurses worked to consistently practice these patient satisfiers in FY 2019:

**Bedside shift report.** At change of shift, the nurses coming on duty and going off duty meet at the patient’s bedside to discuss with the patient and any family members the patient’s current condition and treatment plan. “We’ve been focused on using bedside shift report intently for four years, and the results show that patients rate our overall quality of care higher as the compliance to bedside shift report increases,” says RaNae Wright, Patient Experience Leader.

Stacy May, BSN, RNC-MNN, Nurse Manager, Bethesda North Hospital Mother-Baby Unit, adds, “Everything is said in one conversation, rather than the incoming nurse repeating things to the patient. If there are any questions on feedings or how the night went, our patients have a chance to contribute in the moment and ask questions. Patients really like it.”

**Nurse leader rounding.** Nurse managers and assistant nurse managers round daily on their units to ask questions and listen carefully to patients and family members. Senior hospital and nursing leaders also round periodically on individual patients. May comments, “We round with Labor & Delivery leaders and ask patients open-ended questions that dig a little deeper than yes/no responses. If patients are having an issue, we can fix it while they are still here.”

**Discharge calls.** When patients go home, nurses from TriHealth’s Discharge Call Center follow up with a phone call to answer questions and ensure that the patient is following discharge instructions. “Discharge calls save lives,” Wright states. “There were times when we were able to determine that the patient needed immediate follow-up care, and our call was the reason patients received help.”

**Hourly rounding.** A nurse or nurse assistant enters the room every hour to assess patient needs related to pain, toileting, comfort and having possessions within reach. “We used to stick our head in to ask if the patient needed anything and then get a call 15 minutes later for something. Now, the rounding is more efficient and intentional.”

May notes that a communication white board in each patient room is updated at bedside shift report to provide up-to-date care information, such as the name of the nurse on duty, patient goals for the day, current pain score and any scheduled testing for the day.

In addition, AIDET+Promise is a communication tool that reminds team members to Acknowledge each person, Introduce themselves, Discuss duration it will take for certain activities to happen, Explain all aspects of care in a way that patients and families understand, say Thank you, plus share the Promise to provide excellent care.

“It takes consistent behavior to get consistent results,” Wright says. “We spend a lot of time and energy on training at every level. We’re seeing positive results. Our leadership team and team members are passionate and very committed to achieving the highest level of quality outcomes for our patients.”

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**Maternity Services**

At Good Samaritan Hospital:
- Each mother receives a birthday cake to celebrate her baby’s birth.
- The Neonatal Intensive Care Unit (NICU) holds a monthly Focus on Fathers group. Dads whose babies have gone home from the NICU come back to support dads with babies currently on the unit. There’s a monthly education night to educate families about NICU routines. Also, the NICU holds a monthly pizza party for families to bond, converse and support each other. Holiday celebrations for families and siblings are held at Christmas, Halloween and Valentine’s Day.
- A NICU Reunion picnic was held in September 2018 and drew 1,200 people.
- Outpatient clinics provide follow-up care for babies not able to be seen by their own provider within one to two days after discharge. NICU also has a follow-up outpatient clinic for babies with Neonatal Abstinence Syndrome.
- A “Breathing Spaces” art therapy class is presented weekly for NICU families and women on the Advanced OB Care inpatient unit.
- Women on the Advanced OB Care Unit can attend classes to learn more about the NICU or tour the unit to help them feel more at ease.

Kristen Ringstaff, BSN, RN, Bethesda North Hospital Labor & Delivery Staff Nurse, answers a patient’s questions about monitors that will track her contractions and her baby’s heart rate.
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 innovations.

Advancing Knowledge Through Research

TriHealth nurses completed 12 research studies in FY 2019. Five additional studies are ongoing.

Improving Patients’ Post-Surgery Experience
Postoperative nausea and vomiting (PONV) are common complications for patients undergoing surgery. Cathy Thorner, BSN, RN, CPAN, while working in Bethesda North Hospital’s Post-Anesthesia Care Unit (PACU), led a study to evaluate the use of supplemental oxygen postoperatively to decrease occurrence of PONV. The research team looked at outpatient surgery patients and divided them into an intervention group who received oxygen upon arrival to PACU and a control group who received oxygen only if saturation was below 92 percent or they experienced nausea.

“Our hypotheses were that the patients who received oxygen would experience less nausea, receive fewer antiemetic medications and have a shorter length of stay in the PACU,” Thorner says. “Our results supported administering oxygen in patients with no history of postoperative nausea and vomiting to decrease the incidence of PONV and antiemetic use.”

Thorner will present her findings at the 2019 ANCC National Magnet® Conference, along with co-investigator Melody Moss, BSN, MHA, RN-BC. Others who led the project included Rebecca Jones, BS, RN; and Kim Vossler, BSN, RN, CPAN.

Other Research Studies
Additional research topics and dissemination of resulting information in FY 2019 included:

• “Effect of Implementation of a Vascular Access Experience Program for Unit-Based Vascular Champions on Inappropriate Vascular Access Team Referrals and Knowledge of Bedside Nurses”
  – Principal Investigator (PI) and Sub-Investigators (Sub-Is): Sherrie Kennedy, BSN, RN, VA-BC; Lori Goodfriend, BSN, RN, VA-BC; Angela Hein, BSN, RN, CCRP
  – Poster presentation at the Association for Vascular Access 2018 Annual Scientific Meeting in Columbus, Ohio

• “Be-SAFE: An Educational Intervention for ED Nurses Responding to Opioid Overdoses”
  – PI and Sub-Is: Jeannie Burnie, MS, APRN, AGCNS-BC, CEN, FAEN; Angela Clark, PhD, RN (UC College of Nursing); Randy Johann, MA, BS, FP-C, FF/Paramedic

• “Comparison of Outcomes When Patients Receive Preoperative IV Acetaminophen Versus Preoperative Oral Acetaminophen”
  – PI and Sub-Is: Diana Pelzer, MSN, RN, CAPA; Jennifer Cox, BSN, RN; Elizabeth Burgess, MD
  – Poster presentation at 2019 American Society of PeriAnesthesia Nurses Conference in Nashville, Tenn., and accepted to present at 2019 ANCC Magnet National Conference

• “The Relationship of Clinical Ladder and Patient Outcomes”
  – PI: Aminda Seymour, MSN, RN, CEN, VA-BC

• “How Do Community Palliative Care Patients View Emergency Health Care Plans?”
  – PI and Sub-I: Rebecca Krueger, APRN, MSN, NP-C; Leena Srivastava, MBBS, MRCP

• “Endoscopic Intervention in Patients with Food Impactions”
  – PI: Lauren Meadows, APN II, RN, CGRN

• “A Pilot Study of the Feasibility of a Depression and Suicide Screening Quality Indicator”
  – PI: Barbara Gillman Lamping, PhDc, MSN, MEd, RN

• “The Relationship between Practice Environment and Workplace Incivility in Hospital Settings”
  – PI: Sharon Brehm, PhD, MSN, RN, ACNS-BC
Pain Management Improvement: Topical Morphine for Wounds

Observing the suffering caused by painful, slow-healing wounds or acute surgical wounds in some of her patients, Palliative Medicine Advanced Practice Nurse Mary Ann Lancaster, DNP, RN, AGACNP-BC, began investigating solutions for therapeutic pain relief. An extensive literature search revealed that topical opioid morphine provides an analgesic effect at the wound site, with limited systemic absorption.

In August 2018, Lancaster created a treatment algorithm and guidelines for using topical morphine for wound care. She worked with TriHealth pharmacists (who compound the gel), physicians and other nurses to implement use of the palliative measure. Anticipating that demand for the therapy will outstrip the ability of the wound care and Palliative Medicine teams to administer topical morphine to all qualifying patients, Lancaster next advocated that staff nurses should be taught when and how to use topical morphine.

Palliative Medicine still reviews and prescribes the medicine, but clinical nurse leaders are becoming super users on units. They identify patients who may benefit from the therapy and assist bedside nurses with administering the medicine. In fall 2019, an education packet will be available to staff nurses to learn about use, application and disposal.

Leveraging the Power of New Technologies

Technology updates at TriHealth in FY 2019 enhanced both communication and safety. The following changes occurred through a collaborative effort among TriHealth Nursing and several other departments:

- Purchasing thousands of iPhones, TriHealth implemented the Voalte communication platform, which allows caregivers to securely text back and forth about patient cases. The software platform also enables nurses to send pictures of wounds or other visuals to facilitate accurate assessments from physicians.
  
  “System-wide, we have more than 10,000 users. This makes communication timelier and more efficient,” says Susan Hanselman, DNP, RN, CNML, Nursing Administration Project Coordinator. “It protects patient privacy, and you don’t have to page someone and wait for a call back. Through the use of Voalte, we’re striving to improve the speed of clinical decision-making.”

- Pyxis machines, used for dispensing medicine on nursing units, have been upgraded, with an improved thumbprint identification system to access medicine drawers. Pharmacy stocks the medicine and monitors the Pyxis machines. “Our new Pyxis machines increase security and medication storage capacity,” Hanselman says.

- New Zoll defibrillators give providers feedback on the quality of CPR they are giving in real time. The defibrillators also can convert from basic life support to advanced life support, as needed.

- Additionally, almost 2,000 new large-volume Alaris pumps were replaced. New safety features include alarms with distinct sounds for low-priority and high-priority notifications. The new pumps have better Wi-Fi connectivity software, speeding up Alaris interoperability within Epic.

- Lastly, TriHealth launched TriHealth Learn in February 2019. The learning management system features more than 1,000 TriHealth custom courses, continuing education and certification programs. Additionally, it offers medical product training courses, wound care courses and a “My Team” data collection dashboard for all leaders to review assignments and progress.
As part of a new effort to reduce opiate pain medicine, OB Float Pool Nurse Jaime Gajus gives a new mom Tylenol alternating with Motrin, every three hours. The routine use of these two medications has reduced opiate use for new moms.

TriHealth nurses completed six evidence-based practice projects in FY 2019, and work continues on six additional projects.

One project asked the question, “In perinatal patients, does receiving a pain pack (alternating Tylenol® and Motrin®), compared to not receiving a pain pack, decrease the amount of pain and narcotic use?”

Project leader Jaime Gajus, BSN, RN, from Bethesda North Hospital’s OB Float Pool, assisted by Angela Gonzalez, MSN, RNC-OB, C-EFM, and Michele Lamping, MBA, RN, NE-BC, C-EPM, noted that in 2016, 65 percent of TriHealth maternity patients went home on opiate or morphine milligram equivalent pain medication.

The nurses advocated for a postpartum order set change, and a physician practice agreed to pilot the new order set. Gajus explains, “The postpartum order set was changed from PRN opioids and non-opioid pain medications to scheduled acetaminophen and ibuprofen, with the option of a PRN opioid should the woman have breakthrough pain.” Women with C-sections also received acetaminophen before surgery and ketorolac during surgery.

Two years after the pilot program commenced, every consenting patient in Bethesda North Maternity, regardless of delivery method, receives the “Pain Pack,” with alternating Tylenol and Motrin every three hours during postpartum hospitalization. As a result, in FY 2019, only 25 percent of women went home on opiate medication, a significant decrease from 2016 numbers.

Additional EBP Project Inquiries
Nurses at TriHealth hospitals also sought answers to these questions:

- Among patients getting an IV inserted, does use of Pain Ease spray prior to insertion, compared to not using the spray, lead to a decrease in pain and anxiety, and an increase in satisfaction?
- Among patients presenting to the ED with signs and symptoms of acute ischemic stroke, will having the Cincinnati Pre-Hospital Stroke Severity Scale performed by trained RNs, compared to screened only with the National Institute of Health Stroke Scale, lead to increased recognition of large vessel occlusion, and receiving a CT angiogram with subsequent intravascular clot retrieval?
- Among inpatient nursing staff, does receiving education on MBSR (mindfulness-based stress reduction) and MSC (mindful self-compassion) as well as Toolkit placement on units, compared to not receiving these, lead to decreased emotional exhaustion, improved compassion satisfaction, less missed work, and fewer medication errors?
- Among patient care assistants, does having a clinical ladder program, as compared to not having a clinical ladder program, lead to improved turnover and vacancy rates?
- Among patients presenting to the ED with chest pain, does the use of an EKG algorithm to determine need for EKG, as compared to obtaining an EKG on all patients, decrease unnecessary tests but maintain identification of STEMI (ST-elevation myocardial infarction) patients?

Pursuing the Evidence: EBP Projects

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In an effort to inform nurses from all locations and shifts about nursing inquiry work taking place at TriHealth, Nursing transformed its traditional Nursing Inquiry Day (typically held at one or two main locations) to “Nursing's 2019 Electronic Poster Day.”

Participants voted on their favorite presentations. The evidence-based practice People’s Choice award went to Jaime Gajus, Michele Lamping and Angela Gonzalez, Bethesda North Perinatal Services, for their evidence-based practice poster “Confronting the Opioid Crisis: Implementing the Pain Pack.” (See EBP projects on page 16.)

The People’s Choice winners for research were Ginny Summe and Peggy Eichel, Good Samaritan Hospital NICU, for their poster, “Use of Weighted Blankets for Neonatal Abstinence Syndrome.” (See Presentations below.)

**Presentations**

In addition to state and national presentations made by TriHealth nurses in conjunction with research studies and EBP projects completed in FY 2019 (see pages 14 and 16), other presentations included:

- “The Use of Weighted Blankets in the Care of Infants with Neonatal Abstinence Syndrome” poster presented by Virginia Summe, RN; Margaret Eichel, MSN, RN, RNC-NIC; and Rachel Baker, PhD, RN, CPN, at the 2018 ANCC National Magnet® Conference, Denver, Colo. Summe served as a panelist related to her study at the NAS Conference: “Identifying, Discussing, Planning and Executing Solutions to Neonatal Abstinence Syndrome,” in Athens, Ohio, November 2018.
- “Glucose Gel to Treat Neonatal Hypoglycemia in the Term Infant” poster presented by Nicole Winterhalter, BSN, RN; Amy Carnohan, MSN, RN, RNC-MNN; and Trisha Lehnert, MSN, RN, at the 2018 ANCC National Magnet Conference.
- “Stop the Trajectory: Nursing Occupational Stress Towards Compassion Fatigue and Burnout” poster presented by JoAnne Worthington, MSN, RN-BC, OCN, at the International Association for Human Caring 2019 Conference, Greenville, S.C.
- “Utilizing Procedure Pass for Enhanced Communication of Surgical Readiness” presented by Lisa Hess, MSN, RN, CNML, at the 2018 Annual OR Manager/PACU summit in Nashville, Tenn.
- “Conquering the COPD Readmission Battle Through Interdisciplinary Collaboration” presented by Heather Nordstrom, MSN, CNL, CMSRN, RN-BC, at the 2018 Premier Conference in Nashville, Tenn.

**Publications**

TriHealth nurses published a number of journal articles in FY 2019, including:


Available at [http://www.himss.org/ojni](http://www.himss.org/ojni)

- Palomino, L. “Collaborating with Patients Who Use Drugs; Developing an In-Hospital Behavioral Contract to Promote Patient Accountability and Safety” in Intravascular Quarterly Newsletter.
TriHealth Nursing by the Numbers

3,696 TriHealth nurses
274 Licensed practical nurses
203 Advanced practice nurses

Professional Development

- Nurses achieved 97 new specialty certifications.
- 118 nurses became recertified.

Percentage of TriHealth Direct Care Nurses with Certification

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2015</th>
<th>2017</th>
<th>2019</th>
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<tbody>
<tr>
<td>Associate Degree and Diploma</td>
<td>22.3%</td>
<td>31.5%</td>
<td>34.32%</td>
<td>36.1%</td>
</tr>
</tbody>
</table>

Direct Care Nurse

Highest Nursing Degree, FY 2019

- Associate Degree and Diploma: 43.2%
- Bachelor’s Degree or Higher: 56.8%

Continuing Education

>1,200 online courses were completed by nurses through the HealthStream CE Center. More than 2,100 continuing education courses and 40 certification preparation programs allow nurses to earn CE credits from several accreditation bodies.

Clinical Ladder Participation

<table>
<thead>
<tr>
<th>Year</th>
<th>Level IV</th>
<th>Level III</th>
<th>Level II</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>14</td>
<td>333</td>
<td>97</td>
<td>443</td>
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<tr>
<td>FY2018</td>
<td>24</td>
<td>324</td>
<td>110</td>
<td>458</td>
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<tr>
<td>FY2019</td>
<td>26</td>
<td>326</td>
<td>93</td>
<td>445</td>
</tr>
</tbody>
</table>

Community Outreach

Interpreter Services

1,562,772 minutes of interpreting provided. TriHealth nurses collaborated with Language Services to offer interpreting in more than 80 languages via in-person, phone and video interpreters. Fifty-nine percent of requests were for a Spanish interpreter. Other languages requested much less frequently were Russian, Uzbek, Sign Language, French, Mandarin and Arabic.
Discharge Call Center

13,436 patients were reached by phone from TriHealth’s Discharge Call Center team of four full-time and three part-time nurses. The team made phone calls to those with a diagnosis more likely to cause readmission. They also contacted patients with a diagnosis of stroke and diabetes in support of TriHealth’s Center of Excellence status for stroke and diabetes care.

Corporate Health Onsite Medical Services

45 healthcare practitioners (physicians, nurse practitioners, physician assistants, nurses, licensed practical nurses) provided services to:
• 16 business partners
• 55,400+ employees (and students at Miami University, Oxford)

TriHealth Nurse Midwives

• Healthy Beginnings Program outpatient visits for uninsured women in calendar year 2018: 2,976
• Healthy Beginnings births: 106 vaginal deliveries; 40 C-sections
• Winton Hills Medical Center federally funded patient visits: 488
• Winton Hills births: 8
• Centering Pregnancy Program: 60 participants

Good Samaritan Free Health Clinic

27 nurse volunteers, including 12 TriHealth nurses, volunteered 1,344 hours

9,150 patient visits were scheduled in FY 2019, up from 7,323 scheduled visits last year

TriHealth Fitness & Pavilion Cardiac Rehab Program

431 patients received guidance and monitoring from Cardiac Rehab nurses as participants worked on heart-healthy fitness strategies.

Hospital and System Awards

TriHealth awards at the hospital and system level in 2019 include:
• 2018 U.S. News & World Report Top Hospitals: Good Samaritan Hospital ranked #3 in Greater Cincinnati and Bethesda North Hospital ranked #4.
• Top 15 Health Systems in the country, recognized by Watson Health. Both Good Samaritan and Bethesda North hospitals were ranked in the Top 100 Hospitals.
• #6 Top Hospital and Health System nationally, as designated by DiversityInc. for diversity and inclusion efforts.

Nursing Achievements

Innovation Center Bright Ideas

• 2,679 Bright Ideas submitted by nurses
• 16 Gold Shovel Ideation Awards were given to nurses
• 17 team members from Nursing received the new Spotlight Recognition Award, which recognizes outstanding Bright Ideas

Grateful Patient Contributions

• Good Samaritan Foundation received gifts from more than 460 grateful patients. Its Grateful Patient Program raised more than $214,000 in honor of nurses, physicians and care teams. These donations support programs and services in the Good Samaritan Region.
• Bethesda Foundation raised $126,672 through Grateful Patient giving, honoring 13 teams and 26 individual nurses from Bethesda. An additional $46,360 was raised through Grateful Family giving to Hospice of Cincinnati by 65 donors.

Turnover Rates

FY 2019 Nursing Turnover

TriHealth’s nurse turnover rate for FY 2019 was 9.92 percent. This was below The Health Collaborative’s most recent reported rate of 11.7 percent for nursing turnover in the region.

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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.