

UPMC  
Nursing

# Pathways to Excellence



## Celebrating Nursing, Celebrating Excellence

Spring heralds another National Nurses Week. At UPMC, this is the time when we pause to enjoy our local and system Nurses Week celebrations, renew relationships, recognize achievements through system awards, polish our professional practice through the viewing of posters, and listen to nationally known speakers. It is also a time of "back to basics." This year, our speaker at the system event focused on emotional and spiritual intelligence for nurses. Fully engaged nurses give of their hearts, intellect, emotion, and spirits every moment of every day. Eckhart Tolle speaks about abundance in his book *A New Earth: Awakening to Your Life's Purpose*. He writes that acknowledging the good that is already in your life is the foundation of abundance.

It is important to remember that we, in our hearts and minds, create the world we experience. Begin every day with a litany of gratitude. Be grateful for breath, the ability to enjoy food, or a special relationship you share. You will be not only a better person, but you will find the energy to serve patients and families through your chosen vocation in life — nursing — the finest art.

Over the past three years, we've launched many great programs for nurses:

- two electronic newsletters (one for staff and one for nursing students)
- Share Point sites for information sharing and synergy
- the new UPMC Nursing website
- leadership development for unit directors, CNOs, and the Leadership Development Intensive
- the Graduate Nurse Residency
- the National and Local Student Nurse Intern Program
- the fully automated CNO dashboard of key performance indicators
- strong shared leadership councils across the system
- the first UPMC Nursing Annual Report
- the Nursing Clinical Career Pathway

Additionally, UPMC St. Margaret achieved UPMC's first Magnet status. UPMC nurses continued to be leaders in professional organizations and won national awards.

I have been proud to be a UPMC nurse. Happy Nurses Week to UPMC nurses, both nationally and internationally.

**Pamela Klauer Triolo, PhD, RN, FAAN**  
UPMC Chief Nursing Officer

## The Nightingale Pledge

The Nightingale Pledge, an adaptation of the Hippocratic Oath, was composed by Lystra Gretter, an instructor of nursing at the old Harper Hospital in Detroit, Mich. It was first used by its 1893 graduating class.

I solemnly pledge myself before God and in the presence of this assembly, to pass my life in purity and to practice my profession faithfully. I will abstain from whatever is deleterious and mischievous, and will not take or knowingly administer any harmful drug. I will do all in my power to maintain and elevate the standard of my profession, and will hold in confidence all personal matters committed to my keeping and all family affairs coming to my knowledge in the practice of my calling. With loyalty will I endeavor to aid the physician in his work, and devote myself to the welfare of those committed to my care.

"Nursing is an art: and, if it is to be made an art, it requires an exclusive devotion, as hard a preparation, as any painter's or sculptor's work; for what is the having to do with dead canvas or cold marble, compared with having to do with the living body, the temple of God's spirit? It is one of the Fine Arts: I had almost said, the finest of the Fine Arts."

— Florence Nightingale, 1868

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### UPMC Nursing Vision

UPMC Nursing will create the best patient experience, nationally and internationally, through the selection, development, retention, and reward of the highest-performing nurses, while creating systems and programs that create consistency and excellence in patient care.

# Living a Life of Professional Excellence

*“Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.”*

— Aristotle

Living a life of professional excellence is not only about what behaviors and skills you exhibit, but also about the interpersonal behavioral habits that are holding you back from ultimately achieving a higher level of professional excellence. The authors of *What Got You Here Won't Get You There: How Successful People Become Even More Successful* have identified the following 20 habits to avoid:

1. **Winning too much** — the need to win at all costs and in all situations — when it matters, when it doesn't, and when it's totally beside the point
2. **Adding too much value** — the overwhelming desire to add our two cents to every discussion
3. **Passing judgment** — the need to rate others and impose our standards on them
4. **Making destructive comments** — the needless sarcasms and cutting remarks that we think make us sound sharp and witty
5. **Starting with “No,” “But,” or “However”** — the overuse of these negative qualifiers which secretly say to everyone, “I'm right. You're wrong.”
6. **Telling the world how smart we are** — the need to show people we're smarter than they think we are
7. **Speaking when angry** — using emotional volatility as a management tool
8. **Negativity, or “Let me explain why that won't work.”** — the need to share our negative thoughts even when we weren't asked
9. **Withholding information** — the refusal to share information in order to maintain an advantage over others
10. **Failing to give proper recognition** — the inability to praise and reward
11. **Claiming credit that we don't deserve** — the most annoying way to overestimate our contribution to any success
12. **Making excuses** — the need to reposition our annoying behavior as a permanent fixture so people excuse us for it
13. **Clinging to the past** — the need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else
14. **Playing favorites** — failing to see that we are treating someone unfairly
15. **Refusing to express regret** — the inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others
16. **Not listening** — the most passive-aggressive form of disrespect for colleagues
17. **Failing to express gratitude** — the most basic form of bad manners
18. **Punishing the messenger** — the misguided need to attack the innocent who are usually only trying to help us
19. **Passing the buck** — the need to blame everyone but ourselves.
20. **An excessive need to be “me”** — exalting our faults as virtues simply because they are who we are

To grow your life of professional excellence accept that you must also refine your habits and apply them to your daily life. Take this step in rising to the challenge of becoming the best you, you can possibly be. Accept nothing but the best from yourself, starting today!

did you  
know?

## Nurses Week History

National Nurses Week culminates each year on the anniversary of Florence Nightingale's birthday, May 12. Many consider Ms. Nightingale the founder of modern nursing. The history of Nurses Week began in 1953 when Dorothy Sutherland of the U.S. Department of Health, Education, and Welfare sent the proposal to President Dwight Eisenhower. Although a proclamation was not rendered at that time, in 1954 National Nurses Week was observed to mark the 100th anniversary of Florence Nightingale's mission to Crimea. It was some years later, in 1974, when President Nixon officially proclaimed a “National Nurse Week”.

National Nurses Week is one of the nation's largest health care events, recognizing nurses from coast to coast. This recognition event affords the opportunity to educate the public about the significant work performed by the women and men in this profession. National Nurses Week celebrates the spirit of nursing and acknowledges the tireless efforts of these health care professionals.

## Nurses' Role in the Military

What a wonderful opportunity as a nursing colleague to be part of the University of Pittsburgh and UPMC and share in the celebration of nursing in the United States. I hope that all of you take the time to savor the importance of what you are contributing as professional nurses and soon to be professional nurses.

You may not realize that you are part of a nursing community in the United States that has been caring for our nation's military members and their families since 1775. At that time in our nation, Gen. George Washington requested nurses to care for America's soldiers because "the sick suffered much for the want of good nurses."

Those nurses were contract employees until 1901, when the Army Nurse Corps was established by an act of Congress. Since that time, nurses have stepped forward and volunteered to care for those citizens who felt that our nation was worth protecting and sustaining. Nurses have never been drafted, they have always volunteered.

In the early 1970's, the Army Nurse Corps became the leaders in the transition of nursing to a professional practice, essentially the first Magnet nursing group in America. I am always puzzled by the fact that Congress directed the military to only utilize nurses with a bachelor of science or higher education to insure the highest quality of care for our military, but the desire for high quality nursing care was not a priority for our country until research validated that the patients have the best outcomes if their care is provided by professionally educated nurses.

How many of you actually personally know a military nurse? I would venture not very many. There are only about 10,000 active duty nurses at any time, an elite club to be sure. I had the honor to serve as an Army nurse for 32 years after I completed my BSN. I certainly did not anticipate the wonderful clinical experiences, educational options, or leadership positions that would exist in military service. I encourage you to seek colleagues who will always support, challenge, and encourage you. I would not have achieved the level of success in the Army Nurse Corps without the constant support and encouragement of my colleagues.

Since lifelong continuous learning is one of the keys of a rewarding professional life, I encourage you to never stop learning. Nursing education at the collegiate level is simply the beginning; a myriad of opportunities awaits you! Always remember that common threads bind all of us as professional nurses — our commitment to the highest quality of life and positive outcomes for our patients and a recognition of the sacred honor of caring for those in need. Have a great week and enjoy a wonderful career!

*Submitted by Major General (Ret.) Gale S. Pollock, CRNA, FACHE, FAAN Executive Director, The Center for Vision Restoration, University of Pittsburgh, and UPMC*

*Maj. Gen. Pollock's past military assignments include, but are not limited to, Acting Surgeon Gen. and Commander of the Army Medical Department; 22nd Chief of the Army Nurse Corps; Deputy Surgeon General for Force Management; and Chief, Anesthesia Nursing Service at Walter Reed Army Medical Center, Washington, D.C.*

did you  
know?

## Nurses Excel in Honesty and Ethics Poll

Each year, Gallup polls Americans to rate the honesty and ethics of workers in 21 different professions. In November, for the seventh consecutive year, nurses were recognized by the public in Gallup's Annual Honesty and Ethics of Professions survey. Eighty-four percent of Americans rated nurses' honesty and ethical standards as either "high" or "very high." Nurses have topped this Gallup poll every year but one since the list was created in 1999.

## National Nurses Week Facts

### From the American Nurses Association

- There are nearly 2.9 million registered nurses in the United States. And, 2.4 million of them are actively employed.
- The American Nurses Association was founded in 1896.
- According to projections released in February 2004 from the Bureau of Labor Statistics, RNs top the list of the 10 occupations with the largest projected job growth in the years 2002-2012. Although RNs have listed among the top 10 growth occupations in the past, this is the first time in recent history that RNs have ranked first. These 10-year projections are widely used in career guidance, in planning education and training programs and in studying long-range employment trends. According to the BLS report, more than 2.9 million RNs will be employed in the year 2012, up 623,000 from the nearly 2.3 million RNs employed in 2002. However, the total job openings, which include both job growth and the net replacement of nurses, will be more than 1.1 million
- The nation's registered nurse (RN) workforce is aging significantly and the number of full-time equivalent RNs per capita is forecast to peak around the year 2007 and decline steadily thereafter, according to Peter Buerhaus of Vanderbilt University's nursing school. Buerhaus also predicted that the number of RNs would fall 20 percent below the demand by 2010. (Journal of the American Medical Association, June 14, 2000)
- Schools of nursing were forced to reject more than 147,000 qualified applications to nursing programs at all levels in 2005 — an increase of 18 percent over 2004, according to a report by the National League for Nursing (NLN). The NLN blamed the problem in part on a continuing shortage of nursing educators. Meanwhile, nursing colleges and universities denied 32,617 qualified applicants in 2005, also resulting primarily from a shortage of nurse educators, according to survey data released by the American Association of Colleges of Nursing (AACN). The AACN survey also reveals that enrollment in entry-level baccalaureate nursing programs increased by 13.0 percent from 2004 to 2005. According to AACN, this is the fifth consecutive year of enrollment increases with 14.1, 16.6, 8.1, and 3.7 percent increases in 2004, 2003,

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2002, and 2001, respectively. Prior to the five-year upswing, baccalaureate nursing programs experienced six years of declining enrollments from 1995 through 2000.

- There are more than 240,400 advanced practice nurses in the United States. Of these, approximately 144,200 are nurse practitioners, 69,000 are clinical nurse specialists, 14,600 are both nurse practitioners and clinical nurse specialists, 13,700 are nurse midwives, and 32,500 are nurse anesthetists.
- The Congressional Nursing Caucus — a bipartisan initiative, co-chaired by U.S. Reps. Lois Capps (D-CA) and Steven LaTourette (R-OH), with 56 congressional members — was formed in March 2003. The purpose of the caucus is to educate Congress on all aspects of the nursing profession and how nursing issues impact the delivery of safe, quality care. The caucus was formed after consultation between congressional leaders and ANA.

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## Nurses Week Celebration Highlights

The UPMC Center for Nursing Excellence and Innovation (CNEI) celebrated National Nurses Week by sponsoring an annual Nurses Week Celebration at the Herberman Conference Center at UPMC Cancer Pavilion UPMC Shadyside April 28 through 30. This yearly event is just one way we celebrate UPMC nursing excellence and show appreciation to all nurses for their contributions and commitment to patient care excellence at our facilities. The 2009 event offered nurses the opportunity to network, view colleagues' posters showcasing their work, and visit various vendor booths.

This year a "Blessing of the Hands" service honoring nurses was led by pastoral care representatives and offered to participants to begin each day. This brief service offered a blessing to nurses who provide care and touch patients' lives everyday.

More than 750 nurses participated in a remarkable opportunity for professional, personal, and career development. The agenda this year highlighted a presentation on spiritual intelligence by Cindy Wigglesworth, founder and owner of Conscious Pursuits, Inc. Ms. Wigglesworth combines a solid business background with her passionate beliefs about the importance of integrating our spiritual and work lives. She defines spiritual intelligence as "the ability to act with wisdom and compassion while maintaining inner and outer peace (equanimity), regardless of the circumstances."

The System Professional Practice Council (PPC) sponsored a 1.5 mile fitness walk at the end of each day to promote the importance of health and wellness activities. Many nurses participated in this walk over the duration of the event. The walk offered each participant the opportunity to interact with his or her colleagues while taking steps for a healthy lifestyle.



### Poster Award Winners

From left to right: Ann Mitchell, Georgia Patterson, Pamela Triolo, Sharon McEwen, and Timothy Herzer



### Award Winners

From left to right: Dorothy Beckwith, Jacquelyn Stogoski, Pamela Triolo, Susan Hoolahan, Jacqueline Dunbar-Jacob, and Brittany O'Rourke

A highlight of the 2009 Nurses Week Celebration was the presentation of the systemwide Nurses Week awards presented by the UPMC Chief Nursing Officer Pamela Triolo. These awards, each with its own focus, exemplify the significant contributions being made by UPMC nurses or other professionals within the Pittsburgh community. The award recipients are leaders, innovators, and role models for the profession.

**Rising Star Award:** **Brittany O'Rourke, RN**, who works in the NICU at Magee-Womens Hospital of UPMC, was presented with the Rising Star Award. This award recognizes an RN within two years of entry into the profession who demonstrates high performance in all levels of the nursing.

**Champion of Nursing Award:** This year, **Dorothy Beckwith**, chairwoman of the Board of Directors, Beckwith Institute for Innovation in Patient Care at UPMC, received the Champion of Nursing Award. This award recognizes an individual outside of nursing who is a leader, role model, and advocate for the nursing profession.

**Leading with Wisdom Award:** **Jacquelyn Stogoski, MSN, RN**, program director, Patient Care Services and Magnet coordinator at UPMC St. Margaret, was presented with the Leading with Wisdom Award. This award recognizes a UPMC nursing leader who has led significant change that benefited UPMC beyond his or her job responsibilities.

**Legacy of Nursing Award:** **Jacqueline Dunbar Jacob, PhD., RN, FAAN**, dean, University of Pittsburgh School of Nursing, was presented the Legacy of Nursing Award. This award recognizes a nurse leader (inside or outside of UPMC) who has served as a catalyst to advance professional nursing through practice, research, education, writing, leadership, or clinical practice over many years.

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**Magnet Designation Award:** **Susan Hoolahan, MSN, RN, NEA-BC** was presented the first annual UPMC Magnet Designation Award. This award is presented to a nursing leader who demonstrates guidance and innovative thinking while actively pursuing Magnet Recognition Status.

Congratulations also go to the two winning poster abstract selections:

#### **Ventilator Weaning Protocol: Interdisciplinary Team Delivers Positive Patient Outcomes**

*submitted by:*

Timothy D. Herzer, RN, BSN  
Nicole Karpinski, RN, BSN, CCRN  
Julie Seifert, RN, BSN, CCRN  
Brenda Naujelis, RN  
Staci Mamula, RN, BSN  
Toby Nalepka, RN, BSN, CCRN  
Sharon McEwen, RN, BSN, CCRN

#### **Non-Pharmacological Therapeutic Techniques to Decrease Agitation in the Geriatric-Psychiatric Patient with Dementia in a Psychiatric Hospital Setting**

*submitted by:*

Georgia Patterson, RN  
Lynn Boucek, RN, BSN  
Michelle Cain, RN, BSN  
Rebecca Abromitis, MLS  
Laurel Chiappetta, MS  
Ann M. Mitchell, PhD, RN, FAAN

For the first time this year, posters were presented in a PowerPoint format and played continuously during the celebration.

Three large monitors displayed 10 poster presentations each from the Exemplary Professional Practice, Structural Empowerment, and New Knowledge & Innovation categories. These categories reflect the new Magnet Recognition Program™ Dynamic Model of Excellence. The Transformational Leadership category highlighted nationally recognized posters presented over the last year.

Please congratulate your colleagues for serving as consummate examples of nursing excellence for the profession of nursing, UPMC, and our community.

## Nurse Recruitment in the 21st Century

There is no doubt ours is becoming an electronic world. We increasingly obtain our news online rather than on paper. E-mail and texting are outpacing phone calls. People use Twitter and Facebook to connect. As a part of this larger electronic movement, well-known national corporations offer live chat events on their websites to attract and hire the best. UPMC is among these leaders.

With an eye on the electronic future, UPMC's Center for Nursing Excellence and Innovation partnered with UPMC's Talent Acquisition to host a Nursing Virtual Job Fair in March. The goal was to make initial contact with potential candidates through an informal virtual conversation in a no-commitment, easy atmosphere designed to make the candidate more comfortable about scheduling a personal interview or shadowing experience. Recruiters chatted with more than 100 candidates during this event. The recruiters answered questions and provided important career guidance. As a result, many appointments were scheduled. We anticipate hiring many of these nurses across the health care system.

Post event surveys demonstrated the ease and convenience of the Nursing Virtual Job Fair:

- “This was a wonderful venue! I received information regarding the Fast Track Back program to which I plan to apply. The recruiters/greeters were courteous and helpful. I would most definitely recommend this venue to my friends. Thank you for the opportunity.”
- “What a great way to inquire about a job!!! Very easy to use and your response time was great! Thanks!”
- “This was my first virtual fair and I was very impressed. It was easy. I chatted from the comfort of my own home. Excellent! Thank you for holding the virtual fair!”

## Creating a World-Class Nurse Mentorship Program

At a recent gathering of the UPMC Minority Nurse Mentorship Advisory Board, the question was posed, “What are the components necessary to create a world-class mentorship program?” The feedback identified commitment, open communication, compassion, healthy relationships, and trust as crucial elements. It went on to say that people were looking for a personal touch, professional development opportunities, coaching, collaboration, and encouragement, along with leadership support.

In response to this feedback, the UPMC Minority Nurse Mentorship Program will soon become accessible via the Nursing Infonet site. Nurses will be able to use the site to request a mentor, obtain information about educational programs, and seek career guidance and coaching when at a professional crossroads. These requests will be routed to UPMC representatives who will be able to provide guidance on the particular subject matter.

Our community involvement efforts are another important facet of the mentorship program that will be highlighted on our Infonet page. These outreach events are part of the foundation of the mentorship program and provide a great sense of awareness about nursing at UPMC in the underserved areas in and around Pittsburgh. Community and educational events will be showcased for anyone who would like to participate.

Continuous evaluation and sustainability are vital for this program to maintain its mission of identifying, retaining, and enhancing the professional development of minority nurses, at the bedside and in leadership roles within UPMC.

## Continuous Learning

### **212°: The Extra Degree**

The Walk the Talk Company, 2005  
Sam Parker

### **A New Earth: Awakening to Your Life's Purpose**

Penguin, 2008  
Eckhart Tolle

### **Center for Creative Leadership**

<http://www.ccl.org/leadership/publications/leadingYourself.aspx?pagelid=889>  
Publications to enhance intrapersonal competencies

### **Feel the Pull: Creating a Culture of Nursing Excellence**

Creative Health Care Management, 2007  
Gen Guanci

### **Florence Nightingale: Avenging Angel**

St. Martin's Press, 1998  
Hugh Small

### **Florence Nightingale - to her Nurses**

Book Jungle, 2007  
Florence Nightingale

### **My Hero, My Dad, The Nurse**

Booksurge Publishing, 2008  
Maggie Dorsey

### **What Got You Here Won't Get You There:**

**How Successful People Become Even More Successful**  
Hyperion, 2007  
Marshall Goldsmith and Mark Reiter

## Continuing Education Overview Available Online

An online learning module is available in uLearn for UPMC registered nurses who are interested in learning more about the new Pennsylvania regulations requiring continuing education for licensure renewal. To access this informative and comprehensive online module, please follow the instructions below:

- Once in MyHUB, click on the Human Resources tab, and then on the “**uLearn Information**” link.
- Click on “**Browse Catalog**,” and then “**Clinical Development**.”
- When the first page of Catalog Items is identified, click the “**Next**” button to advance to the *Continuing Education Overview for Nurses* course. (Items are listed alphabetically.) Click the “**Select**” link to the right of the course to enroll.
- Select “**Enroll**.”
- Choose “**Submit Enrollment**.”
- On the Confirmation Page, click the “**LAUNCH**” link to access and complete the module.

Questions regarding uLearn may be addressed to Corporate Learning and Development at [TDRRegistration@upmc.edu](mailto:TDRRegistration@upmc.edu).

## Financial Health and You

Caring for our financial health during this time of economic crisis is not as complicated as we might think. We need to consider what changes we can make during these times. No one knows what is going to happen with the economy. Minimize the amount of time spent watching or reading about the situation.

There are three things that each of us can do to maintain our sense of health and well-being while we weather this storm of economic uncertainty.

1. It is more important than ever that we eat a healthy diet, exercise, get plenty of sleep, stay hydrated, and maintain a positive attitude. These are often the first things to decline when we are under financial stress, and are the things that we have the most control over.
2. Consider revising your household budget. This can be an opportunity to consider the difference between what we need and what we want. Spending should always align with personal values. Maybe this is not the year that we buy the new television, but it could be the year that we begin to save for our child's education.
3. Spend time with family and friends. Laugh. This is an opportunity to realign with our values of family and community and to invest in the future of our relationships.

By implementing these simple but significant measures, we can better weather any challenging time.

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