

UPMC St. Margaret **Nursing Annual Report** 2022



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**459
Registered
Nurses**



Nursing at UPMC St. Margaret

**8,086
Inpatient
Admissions**



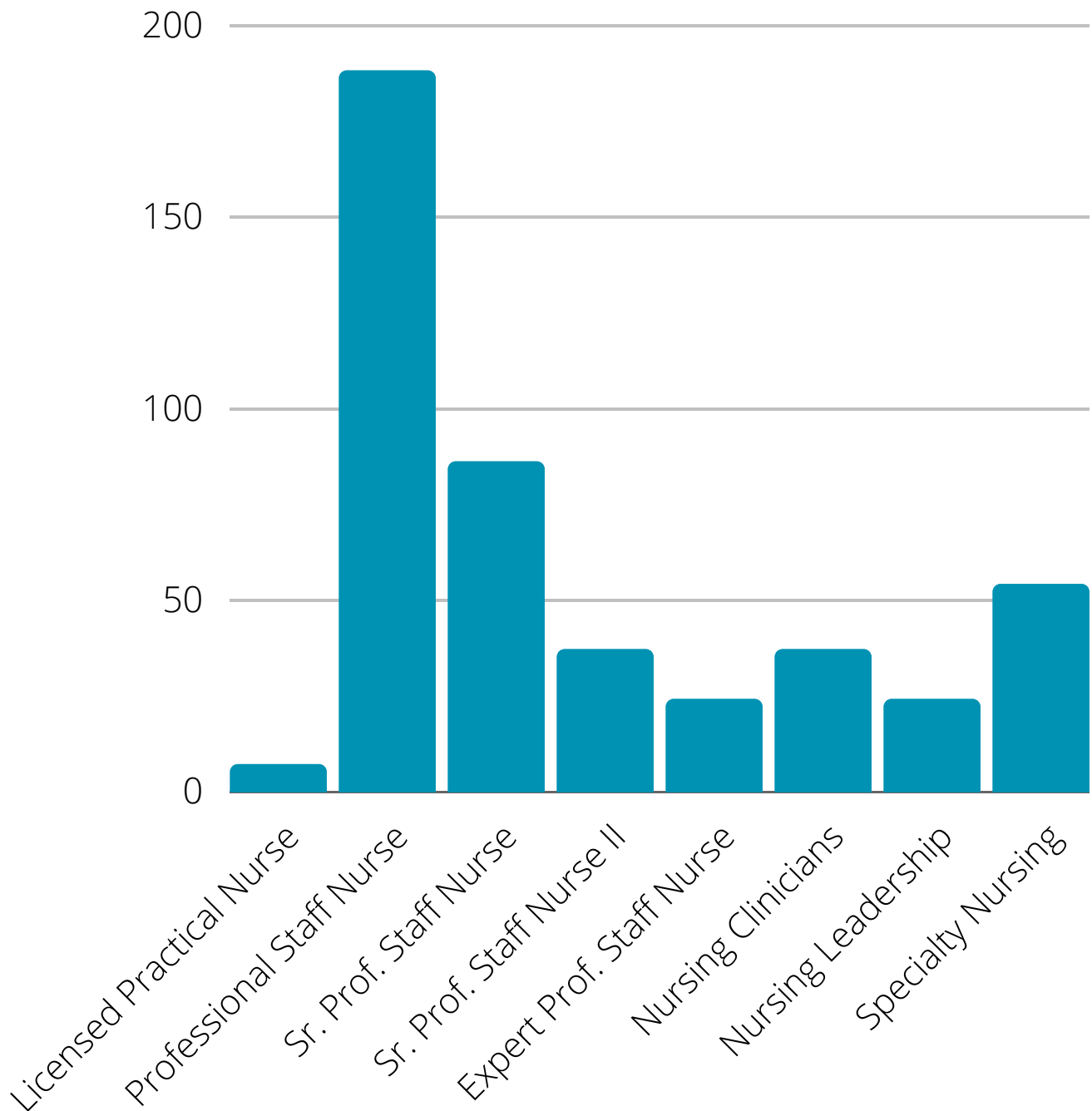
**154
Average
Daily
Census**



**13,825
Surgical
Cases**

**29,444
Emergency
Department
Visits**

At UPMC St. Margaret, our nursing staff are represented by a diverse group of people holding various roles, all working together to provide our patients with the best possible care.



Forward to Four!

Our Magnet® Journey

In 2022, we have continued our journey toward our fourth Magnet® designation. This year has been largely focused on educating staff about the Empirical Model and the pillars that comprise it: Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, and New Knowledge, Innovations & Improvement. This was done through the UPMC St. Margaret Magnet® Newsletter, which highlighted our flourishing Magnet® culture through diligent work on projects, council work, conferences, community outreach, and interdisciplinary teamwork. Magnet® rounding was well received this year, with 35 departments visited by the Magnet® team to celebrate each area's accomplishments, projects, and awards.

Each year, the Magnet® Recognition Program hosts an annual conference to celebrate and showcase the best nursing practices across the country. This year over 10,000 nurses attended the conference in Philadelphia, PA. UPMC St. Margaret was represented at the conference by Marianna Stoneburner, Jennifer Parrotte, Sarah Austin, Kayla Bryan-Morris, Joan Zerjav, and Jennifer Hicks. The conference highlighted amazing work and fueled the writing team to continue their progress on our fourth Magnet® document.



Transformational Leadership

Letter from the CNO

Dear colleagues,

This past year we continued to navigate the constantly changing healthcare landscape and I am proud to have done that alongside all of you as a UPMC St. Margaret nurse. As our 2022 nursing annual report demonstrates, the nurses at UPMC St. Margaret have remained focused on delivering high-quality care that outperforms at a national level while promoting an excellent patient and staff experience. In 2022, we have seen amazing achievements such as the American Heart Association Stroke Gold award, CMS 5-star rating, a successful Joint Commission survey, remained a LEAPFROG Grade A, and most importantly, we are on our way to our 4th Magnet® designation. We have shown our knowledge, innovation, and compassion while caring for those that we serve. You will see our many successes throughout the report – nurses returned to school for higher degrees, became certified in their specialty, implemented evidenced-based practice, engaged in research, improved nurse sensitive outcomes, and presented their work nationally.

To support our nursing staff, the leadership team worked alongside them to enhance our structures and processes. We have expanded our shared-governance structure to include two new councils: the Ambulatory Council and Inclusion Council. As a team we updated the nursing strategic plan, created new career ladders that support clinical excellence and growth, offered flexibility in scheduling, created innovative dual-roles, and expanded the graduate nurse rotational programs to attract more nursing talent to our hospital.

Over 2022, the focus was to implement immediate impactful strategies for recruitment, retention, and engagement. This last year and into the next we will continue to come together in alignment to strive for innovation and excellence in everything that we do. As the chief nursing officer, it is a privilege to read all the letters of appreciation for the care from the nursing staff, including the recognition of compassion, dignity, and respect that is provided in every interaction. It is through engaged, professional nurses that our clinical achievements are met and recognized.

I am honored to lead such an amazing group of nurses and nursing leaders. I am proud of all the nurses at UPMC St. Margaret and excited to share the 2022 nursing annual report to showcase and highlight the great things that our nurses do every day.

Warmly,

Marianna Stoneburner, MSN, NEA-BC
Chief Nursing Officer, Vice President of Patient Care



Transformational Leadership

Nursing Strategic Plan

GROWTH

Expand the Geriatric, Rehabilitation, and Orthopedic Divisions

Goal: Expand the Footprint of UPMC St. Margaret Nursing Regionally and Nationally through Collaboration with our Communities and Healthcare Partners

- Achieved Nurses Improving Care for Healthsystem Elders (NICHE) membership, indicating our dedication to improving the care of older adults
- 18 nurses presented at local and national conferences
- Expanded the Graduate Nurse Rotational Program to allow for a more individualized journey, which now includes ambulatory areas
- Hosted 40 universities and schools of nursing, expanding the recruitment pipeline

SERVICE

Building Enduring Relationships with the Communities we Serve

Goal: Engage Patients and Families to Provide an Exceptional Experience in Every Interaction

- Achieved the 77th percentile for HCAPHS, proving our dedication to patient satisfaction
- Surgical units received updated patient communication boards to improve the patient experience
- Implemented education on key tactics including Bedside Shift Report and Hourly Rounding in the orientation of new hires

INNOVATION

Leaders in Technology and Innovation

Goal: Create a Center for Nursing Excellence through Research, Evidence-Based Nursing Practice, and Technological Advancements

- Implemented the nurse-driven Congestive Heart Failure Protocol, increasing nursing autonomy in the care of cardiac patients
- Expanded and realigned the role of the LPN to allow practicing at their highest scope
- Added equipment technician positions to improve department workflow
- Expanded the use of the telemedicine in the intensive care unit

Transformational Leadership

Nursing Strategic Plan

Goal: Strive to Maintain an Environment Focused on Efficiency and Improving Labor Productivity

- Decreased Left Without Being Seen rates through the redesign of the emergency department triage to improve patient throughput
- Implemented the Nursing Transition Team to care for patients in who are staying in observation areas
- Created and promoted the Discharge Lounge to improve the discharge process and patient throughput and boarding times

Goal: Strive for Nurse Sensitive Quality Indicators that Exceed National Benchmarks and Create a Fair Culture Focusing on Eliminating Preventable Harm

- Relaunched the Workplace Violence Prevention Committee to ensure staff and patient safety
- Hosted a successful Joint Commission survey verifying our culture of patient safety
- Continued to focus on employee health and safety through the inclusion of an interdisciplinary fall prevention training in the orientation of new hires

Goal: Refine and Enhance the Employee Experience to Maximize Employee Engagement and Reduce Nursing Turnover

- Reduced nursing turnover by nearly 50%
- Implemented flexible scheduling and varying start times to better serve nurses and department needs
- Enhanced the My Nursing Career Ladder to improve focus on staff retention
- Expanded the Student Nurse Intern program to promote recruitment
- Provided resources and academic partnerships to increase the number of nurses who hold a BSN

FINANCE

Develop and Thrive Under New Care Delivery and Budgeting Models

QUALITY

Improving and Innovating in Quality and Patient Safety

PEOPLE

Inspiring and Developing Our People

Structural Empowerment

Onboarding and Orientation



Onboarding and orientation are the first steps in welcoming and enculturating new hires into their new practice environment. It is the process of introducing employees to the goals, policies, procedures, and role expectations necessary to function in their new job.

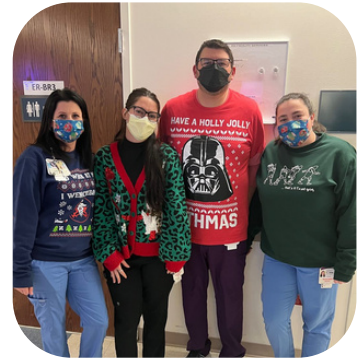
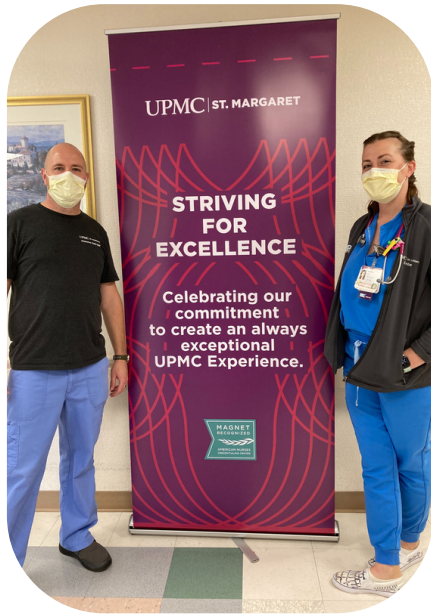
Our onboarding and orientation program at UPMC St. Margaret, PATHWAYS, ensures that employees have a smooth transition into their new role by providing them with support and all the information and practice opportunities they need to do their job safely and effectively.

Transitioning to a Tiered Skills Acquisition Model in the Operating Room

The operating room at UPMC St. Margaret has implemented an innovative strategy to improve the orientation experience for their new nurses while positively impacting the department as a whole.

Previously, new circulating registered nurses in the operating room were allotted 1,280 hours of orientation. Orientation was a productivity-based model; the novice nurse was paired with a preceptor, gradually increasing the number of tasks assigned for each surgical case while completing the total care of each patient. Despite the length of orientation, new nurses often reported that they were unsatisfied with their skill set by the end of orientation. Additionally, these nurses would not be independent in all service lines or have the ability to take call for at least a year.

To address this, Angela Trimpey, BSN, RN, CNOR, introduced a new method of orientation to the unit. Based on a novice-to-expert model of clinical competence, the Tiered Skills Acquisition Model (TSAM) increases nursing skills from simple to complex instead of incrementally increasing a new nurse's task load while expecting total care for each patient. In TSAM, novice nurses move through stepped tiers once they are deemed competent in the accompanying skills, while the preceptor is responsible for all patient needs above the orientee's current tier. Evidence shows that a TSAM orientation program increases nurses' confidence, role satisfaction, and retention while reducing the overall length of orientation on inpatient units. To date, nurses using this method have required an average of 136 fewer orientation hours before being independent in their first surgical service line compared to the previous method. Additionally, the new operating room nurses have required 241 fewer overall orientation hours per nurse. End-of-orientation surveys showed that 100% of participants felt their length of orientation was appropriate while rating their skill confidence level 4.5 on a 1-5 scale.



Structural Empowerment

Transition to Practice

The UPMC St. Margaret My Nursing Residency Program is a one-year transition to practice program which is designed to help improve decision-making skills, enhance clinical nursing leadership practices, promote the incorporation of research-based evidence into practice, and decrease the nursing turnover rate for nurses within their first year of practice.

The UPMC St. Margaret My Nursing Residency program graduated 49 nurses from five different cohorts throughout 2022. In 2022, 46 nurses from three different cohorts started the nurse residency program. The work that these nurses continue to do increases engagement and commitment in the healthcare organization and nursing profession.

Throughout the My Nursing Residency Program, nurses are supported in the completion of an evidenced-based practice project. This gives nurses the opportunity to be mentored throughout the creation and implementation of projects that impact their daily practice. There have been many successful projects that were completed throughout 2022.



Structural Empowerment

Transition to Practice

Reducing Blood Culture Contamination to Impact Patient Care

In March 2022, UPMC St. Margaret saw a spike in peripherally drawn blood culture bottle contamination rates. The highest rates of contamination came from critical care areas such as the Emergency Department and the Intensive Care Unit where blood cultures are more frequently drawn by nursing staff.

As part of My Nursing Residency, Kelly Cook, BSN, RN; Margaret Pierson, RN; and Sara Warren, RN decided to work together to decrease this rate. Through observations of specimen collection, the group identified opportunities for improvement. These included:

- Collection of insufficient blood volume
- Duration of scrubbing the bottle caps
- Duration of scrubbing the patients' site
- Palpation of patients' site post disinfection

For their project, Kelly, Margaret, and Sarah provided education on the collection process. As a result of their work, they saw a significant decrease in contamination from 3.3% in March 2022 to 1.9% in August 2022.

Fire Risk Assessment in the Operating Room

During their orientation, Brianna Moskiewski, BSN, RN and Ashley Schoenian, BSN, RN noticed that a formal fire risk assessment was not routinely completed during the time out before a procedure in the operating room. During My Nursing Residency, they completed a literature search and found most operating room fires are preventable and that the Association of Peri-Operative Registered Nurses recommends a fire risk assessment as best practice. As part of their project, Brianna and Ashley surveyed their peers and began education on how the addition of a fire assessment to the timeout could greatly impact the work environment. After their work began, UPMC announced that a fire risk assessment was being formally added to the time out documentation. Brianna and Ashley's project put UPMC St. Margaret ahead of the curve on educating staff, enabling their department to implement the change immediately.



Structural Empowerment

Career Advancement

My Nursing Career is the nursing-specific career ladder at UPMC that includes 21 clinical specialties and more than 50 unique nursing roles. My Nursing Career enables nurses to continue to grow and advance their careers through various pathways, aligned with their individual levels of education, credentials, and experience. Nurses participating in the career ladder program have specific, ongoing contributions to their departments, which may include an evidence-based or quality improvement project.

The Significance of Clean Wound Closure in Colorectal Surgery

When Nadzeya Nekrashevich, BSN, RN, CNOR, learned that nearly half of surgical site infections can be prevented through the use of evidence-based guidelines, she started researching ways to integrate best practice guidelines into patient care in the operating room. As a part of My Nursing Career, Nadzeya introduced an evidence-based practice of clean abdominal closure in colorectal surgery, including the use of general colorectal closing trays. This resulted in a sustained practice improvement with no immediate colorectal surgical site infections. Also, the length of stay was 20% less for patients utilizing the new colorectal abdominal closure initiatives. She continues to evaluate the process and random auditing suggests a willingness among staff to continue to utilize it for best patient outcomes.

**124 Nurses
Participate in
the My Nursing
Career Ladder**

Structural Empowerment
Academic Achievements

**234 BSN
Prepared
Nurses**

BSN Graduates

Ashlee Artuso
Kate Beers
Kelsey Blystone
Kourtney Brown
Karlie Cetti
Nichole Chicko
Samantha Cider
Brittany Eckberg
Samantha Geracia

Megan Gilmore
Taylor Hoscheid
Amy Jordan
Tyler Leech
Shannon McNamee
Arydann Recker
Kasie Richter
Daniel Schweitzer
Kelly Stephens

MSN Graduates

Amanda Ficca
Chrissy Huey
Holly Meier
Kristine Smith
Angela Trimpey

**51 MSN
Prepared
Nurses**

**6 DNP/
PhD
Prepared
Nurses**

**CRNP
Graduates**

Christina Wiegand
Alyssa Sharick

**CRNA
Graduates**

Sean Williamson

Structural Empowerment

Nursing Certifications

Initial nursing licensure measures the foundational knowledge that is required for safe nursing practice. Some nurses decide to pursue professional certification to validate their specialty knowledge, experience, and clinical judgment. Because certification is voluntary, it demonstrates a commitment to career development and dedication to high-quality patient care. Additionally, research shows that nurses whose clinical judgment that has been validated through certification make decisions with greater confidence.

UPMC St. Margaret promotes certification among nurses. This year, a new program was introduced to remove barriers to obtaining specialty certifications. PATHWAYS to Certification includes two main features: certification preparation and financial support for testing fees.



Newly Certified Nurses

Mary Katherine Acor, VA-BC
Bonnie Anton, CPHIMS
Courtney Bergbigler, CRRN
Grace Bobby, CCRN
Brittani Boltz, CNOR
Rebecca Crim, CMSRN
Freya Fritsch, CMSRN
Catherine Green, NPD-BC
Jennifer Hicks, NPD-BC
Taylor Hill, CMSRN
Sarah Komoroski, CMSRN
Lynn Materkowski, CNOR
Amy McIntyre, CNOR
Melissa Menzies, CNOR
Teresa Opalka, CNOR
Alexandria Pantoja, CMSRN
Bethany Rose, ACM
Jessica Volk, PCCN
Kendallyn White, NPD-BC

Structural Empowerment Preceptor Development

The Preceptor Development Series was created at UPMC St. Margaret by Catherine Green, MSN, RN, NPD-BC, CMSRN and Sarah Komoroski, BSN, RN, CMSRN to provide preceptors with evidence-based, ongoing training and support.

Historically, preceptors within the organization would only attend a one-time training session, which covered the basics of precepting. The Preceptor Development Series provides nurse preceptors with additional information, tools, and strategies to improve in their role using Beth Ulrich's precepting model. This model focuses on professional development, role competence, relationships, and recognition. The course incorporates the seven roles of the preceptor: teacher/coach, facilitator, protector, evaluator, role model, socializing agent, and leader/influencer to allow the preceptors to be more well-rounded in their practice.

Throughout the series, preceptors have the opportunity to role-play scenarios, participate in group work, brainstorm strategies to overcome challenges in precepting, and hear from different experts on complex topics.

Participants have gained a better understanding of the roles and responsibilities of the preceptor, are more comfortable working with preceptees who have different learning styles, can coach critical thinking, have a better understanding of adult learning principles, and have increased skills in providing constructive feedback. Each participant agreed that they felt better prepared to precept after attending the series. Several preceptors cited that the best part of the series was being able to discuss past experiences of precepting, work through challenges of precepting, and share their experiences with other preceptors.

Congratulations to Catherine and Sarah for having this work accepted for presentation at the 2023 Association for Nursing Professional Development National Conference.

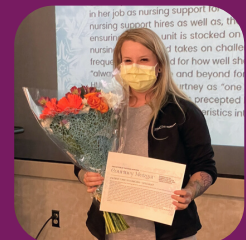
2022 Preceptor Development Series Graduates

Irene Anek
Jennifer Dahler
William Dull
Megan Gilmore
Megan Gold
Natalie Kennelly
Adel Mansour
Lynn Materkowski
Alan Ridenour
Maria Terrill
Hannah Vile
Jennifer Vonada



2022 Preceptor of the Year Honorees

Lynn Materkowski
Courtney Metzgar



Structural Empowerment Professional Presentations

Laura Barczykowski, MSN, RN, CEN; Erin Catanese, MBA, BSN, RN, NE-BC; & Faith Colen MSN, RN, CEN, CPHQ, NEA-BC

Decreasing Left without Being Seen Rates from the Front Door through a Nurse Lead Interdisciplinary Collaboration
Emergency Nursing 2022



Faith Colen MSN, RN, CEN, CPHQ, NEA-BC

Front Door Approach to Decreasing Left without Being Seen Rates
The Hospital and Healthsystem Association of Pennsylvania Patient Safety and Quality Symposium

Faith Colen MSN, RN, CEN, CPHQ, NEA-BC

Protocols for Operating Room, Panel, Preparedness During a Pandemic
OR Management Summit

Nicolette Corrado, BSN, RN, ENLS & Brianne Falkowski, MSN, RN

Code Response: Post-Event Review
WISER UPMC Symposium on Rapid Response Systems



Catherine Green, MSN, RN, NPD-BC, CMSRN & Sarah Komoroski, BSN, RN, CMSRN

The Power of the Preceptor: Enhancing Preceptor Development Through an Advanced Training Series
Southwest Pennsylvania Organization of Nurse Leaders Conference



Catherine Green, MSN, RN, NPD-BC, CMSRN & Kendalyn White, MSN, RN, NPD-BC, CMSRN

Optimizing Nursing Orientation to Promote Organizational Enculturation and Practice Readiness
Association for Nursing Professional Development National Aspire Conference
Southwest Pennsylvania Organization of Nurse Leaders Conference



Kristen Killian, DNP, BS, RN, ENLS

Review of Hourly Rounding Concepts Using a Mega-Simulation and Standardized Patients
National League for Nursing Education Summit
Southwest Pennsylvania Organization of Nurse Leaders Conference

Structural Empowerment Professional Presentations

Kristen Killian, DNP, BS, RN, ENLS

Code Team Constructs, Event Debriefing, and Mock Code Updates
WISER UPMC Symposium on Rapid Response Systems



Kristen Killian, DNP, BS, RN, ENLS & Kendallyn White, MSN, RN, NPD-BC, CMSRN

Building Interdisciplinary Transport Team Crisis Training for Improved Knowledge and Patient Outcomes
National Simulation User Network Conference



Robert LeDoux, BSN, RN, CEN

Pediatric Preparedness
Annual Pennsylvania Emergency Nurses Association Conference

Judith Tinelli, MSN, RN, ONC, CRRN, CNL; Emily Wickline, PhD, BSN, RN, CMSRN; & Jennifer Parrotte, MSN, RN

Cultivating Collaboration for an Evidence-Based Practice Organization While Mentoring and Driving Innovation at the Bedside
UPMC Nurses Week Conference



Angela Trimpey, MSN, RN, CNOR

Breaking Through the Barriers of Certification: A Proactive Approach
Association of Peri-Operative Registered Nurses Global Surgical Conference



Kendallyn White, MSN, RN, NPD-BC, CMSRN

De-Escalation Tools
WISER UPMC Symposium on Rapid Response Systems



Emily Wickline, PhD, BSN, RN, CMSRN

The Transition of Shift Report to Bedside: Small Changes Promote Healthcare Value
Southwest Pennsylvania Organization of Nurse Leaders Conference

Structural Empowerment Nursing Recognition

Cameos of Caring



Advanced Practice, Manager Focus Honoree

Marissa Darnay, MSN, RN, CMSRN
Clinical Education Specialist

Case Manager Honoree

Renee Hernandez, BSN, RN
Discharge Plan Manager



Donate Life Honoree

Kristen Killian, DNP, BS, RN, ENLS
Advanced Clinical Education Specialist

Registered Nurse Awardee

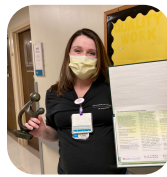
Alexandria Pantoja, RN, CMSRN
Clinician Fellow

The DAISY Award for Extraordinary Nurses

The DAISY Award recognizes and honors the super-human work nurses do for patients and families every day. Awardees demonstrate great clinical skill, leadership, strong patient care, and compassion.



Celcia David,
BSN, RN
Professional
Staff Nurse, 4A



Cameron Forte,
RN
Sr. Professional
Staff Nurse, 4B



Jennifer
Parrotte, MSN,
RN
Director,
Nursing
Education



James
Dzuricky, RN
Sr. Professional
Staff Nurse, 4B



Adel Mansour,
RN, CMSRN
Professional
Staff Nurse,
Expert, 5A



Heather Smith,
BSN, RN
Clinician, 6A



Dania Faik,
BSN, RN
Professional
Staff Nurse, 4B



Kaitlyn
McKissick, BSN,
RN
Professional
Staff Nurse, 3B



Gillian Tones,
RN
Professional
Staff Nurse, 5A

Structural Empowerment

Nursing Recognition



Hospital and Healthsystem Association of Pennsylvania Nurse Ambassador

Faith Colen, MSN, RN, CEN, CPHQ, NEA-BC
Director, Quality and Patient Safety



Outstanding Informatics Nurse Award

Beth Savage, PhD, MSN, RN, NEA-BC, RN-BC
Director, Clinical and Operational Informatics



Pittsburgh Magazine Excellence in Nursing, Honorable Mention: Research

Judith Tinelli, MSN, RN, ONC, CNL, CRRN
Programmatic Nurse Specialist



Pittsburgh Penguins Healthcare Hero

The Pittsburgh Penguins Foundation partners with UPMC to honor a healthcare provider who shows a strong dedication to their profession. Stacy Schran, RN, GI Lab, was honored as the 2022 Pittsburgh Penguins Healthcare Hero.

Richard L. Simmons, MD, Speak Up for Patient Safety Award

Presented each fall by the Wolff Center of UPMC, this award recognizes UPMC staff who clearly impact patient safety and demonstrate passion for the importance of safety in caring for patients. This year, Shannon McNamee, BSN, RN was recognized for her recognition and correction of a medication error on a transfer order. This good catch prevented the patient from receiving the incorrect dose of a medication.

Structural Empowerment Nursing Recognition

CNOR Strong Designation

UPMC St. Margaret Operating Room received the CNOR Strong Designation for the second year in a row. This designation is given to facilities that have at least 50% of its operating room nurses holding a CNOR certification, demonstrating a commitment to this field of nursing.

Publications

Bonnie B. Anton, RN, MN, CPHIMS, FHIMSS

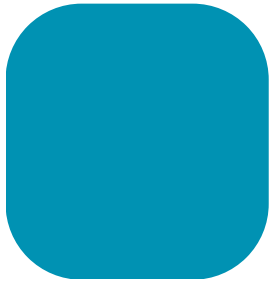
Zheng, Y., Anton, B., Rodakowski, J., Altieri Dunn, S. C., Fields, B., Hodges, J. C., Donovan, H., Feiler, C., Martsolf, G., Bilderback, A., Martin, S. C., Li, D., & James, A. E. (2022). Associations between implementation of the Caregiver Advise Record Enable (CARE) Act and health service utilization for older adults with diabetes: Retrospective observational study. *JMIR aging*, 5(2), e32790. <https://doi.org/10.2196/32790>





Structural Empowerment
Community Involvement

**UPMC St. Margaret Nurses
Serve the Community at
Various Community Outreach
Events throughout the Year**



**141 COVID-19
Vaccinations
Administered
at 3 Different
Community
Events**

**348 Blood
Pressure
Screenings**

**220 Influenza
Vaccinations
Administered to
Community
Members**



**24 Cholesterol and
Glucose Screenings**

Structural Empowerment Community Involvement

Roots of Faith

Roots of Faith is a faith-based community outreach located in Sharpsburg, about a mile from UPMC St. Margaret. Our hospital partners with Roots of Faith to serve the local community each month. Nurses, physicians, pharmacists, and other UPMC St. Margaret staff come together for an evening of outreach to bring education and free health screenings to the local community. Various services are offered including blood pressure screenings, COVID and influenza vaccinations, "Ask the Doctor" sessions, glucose checks, and cholesterol screenings. The evening also includes a community dinner that promotes relationships between staff and community members. Leaders from the dietary department at UPMC St. Margaret have provided fresh fruits for those who attend Roots of Faith and have even prepared a healthy "meal on a budget" to serve attendees.



Flu Shots for Seniors

Each fall, UPMC St. Margaret hosts a free drive-through flu vaccination event for senior members of the community. Thanks to the generosity of the St. Margaret Foundation and help from UPMC St. Margaret School of Nursing students, this event is a huge success year after year.

Pittsburgh Zoo Community Outreach



UPMC St. Margaret nurses served at the National Senior Health and Fitness Day at the Pittsburgh Zoo in May. There were approximately 500 attendees and our nurses completed 116 blood pressure screenings, 110 pulse oximeter screenings, and 11 stroke risk assessments.

Exemplary Professional Practice Professional Practice Model



The UPMC St. Margaret professional practice model provides a conceptual framework that is designed to demonstrate the delivery of patient care, promote and recognize respectful collegial interactions, recognize accomplishments, and empower shared decision-making at all levels of nursing and across all disciplines. This dynamic framework is represented by the sunflower and is designed to demonstrate the relationship between quality of care, professional expertise, and professional practice.

Using the values and properties of Jean Watson's Theory of Human Caring, our model, Relationship-Based Care, showcases our belief in the importance of superior patient care based on partnerships between nursing, patients, their families, the healthcare team, and the community we serve. It promotes excellence through theory-driven, evidence-based practice to achieve quality patient outcomes. Relationship-Based Care is the driving force of the UPMC St. Margaret professional practice model and its unifying mission to care for self and others and to focus on the patient and family as the center of what we do.

Our Professional Practice Model: The Sunflower

- The flower's center is the patient and family, the center of our care team
- The petals represent all service lines that touch the patient, such as respiratory, lab, and social services
- The stem of the sunflower is the nurse, which serves as a sturdy stalk that ties all the values, resources, and care delivery pieces to the center
- The leaves demonstrate our five core values - Quality & Safety, Dignity & Respect, Caring & Listening, Responsibility & Integrity, and Excellence & Innovation
- The soil represents nursing leadership, which feeds essential resources to the flower

Exemplary Professional Practice **Shared Governance**

**Shared Governance
is a Leadership
Model that Involves
the Staff and
Leadership Coming
Together to
Develop Structures
and Processes that
Make up our
Culture**



**Staff Members that Participate
in Shared Governance
Appreciate their Autonomy
and Report an Increased
Sense of Meaning and Purpose
in their Work**

Shared Governance at UPMC St. Margaret

7 Hospital-Wide Shared Governance Councils
10 Unit-Based Shared Governance Councils
35 Departments Involved in Shared Governance



Exemplary Professional Practice

Shared Governance

Ambulatory Council

The Ambulatory Council was established in 2022 to bridge the gap between the outpatient and inpatient areas. Membership is made up from all outpatient areas, including UPMC St. Margaret Harmar Surgical Center, the Emergency Department, and various hospital-based clinics. This past year, the council worked to improve the signage at the Harmarville Dermatology Center to assist patients with finding the office. Additionally, Chris Steele, RN, identified an area of opportunity related to patients needing repeat type and cross testing if they come to the hospital for a procedure without their blood bands. He worked with the council to improve the process and prevent delays in patient care.



Clinical Operations and Informatics Council

The mission of the Clinical Operations and Informatics Council is to enhance care delivery systems throughout UPMC St. Margaret by adhering to the highest standards of nursing practice and evidence in the review of policies, procedures, and operations while with an overall goal of improving efficiency and quality of care for patients. The council focuses on bridging the gap between clinical and technical perspectives in providing care to patients.

They focused on a variety of projects in 2022:

- Collaborated with patients, staff, nursing leadership, and other councils to create new communication boards for the emergency department and inpatient units
- Worked with Cardiology to develop and streamline EKG ordering and uploading, specifically after hours to ensure efficiency of work and to improve compliance with physician orders
- Streamlined the process of methadone distribution
- Ordered and distributed new nasogastric tube holders to improve patient care and staff satisfaction
- Worked with Central Monitoring to improve efficacy of the use of cardiac monitoring supplies and to develop a process to disseminate information on their use
- Implemented the Peritoneal Dialysis PowerPlan, CHF Protocol, and urine infection testing to improve patient outcomes



Exemplary Professional Practice **Shared Governance**

Evidence-Based Practice and Research Council

The Evidence-Based Practice and Research Council identifies, supports, and implements research-based practice and interdisciplinary collaboration to influence patient outcomes and patient and nurse satisfaction.



The Evidence-Based Practice and Research Council mentors new and experienced nurses on how to implement projects, interpret results, and disseminate findings. The council also teaches staff on how to review the literature through an online journal club - 10 articles were presented this year. The council hosted the 17th Annual Clinical Research Forum with keynote speaker Holly Lorenz. This conference was broadcasted throughout UPMC to promote evidence-based practice and research beyond our hospital.

Inclusion Council

The Inclusion Council exists to promote an environment where all are presented, heard, and seen. This multidisciplinary council promotes the UPMC Values of Dignity & Respect in everything they do. They did this inside and outside of the walls of the hospital, as they promoted and attended Pride in the Park in Aspinwall and Sharpsburg Pride and sponsored a White Coats Against Racism and Injustices kneel. The council heavily focused on educating staff through rounding on pronouns, holding a mental health educational event, and creating bulletin boards for Juneteenth and inclusivity during the holiday season. They also collaborated with the Clinical Operations and Informatics council to have an area for preferred pronouns on the new communication boards.



Exemplary Professional Practice

Shared Governance

Night Council

The Night Council is composed of staff that work primarily overnight and is focused on improving the patient and staff experience throughout the night. The council implemented monthly activities for night shift staff to promote engagement including a Valentine's Day card box decorating contest, St. Patrick's Day scavenger hunt, Cake Wars, Halloween door decorating contest, and gingerbread house decorating contest.

To promote staff satisfaction, council members put together a guide for the new night shift nurse. It includes examples of a typical nightly routine, skills needed on night shift, tips on calling providers throughout the night, where and what to eat, and information on health and wellbeing. The council was also able to offer aromatherapy in the Critical Care Oasis Room to further promote the wellbeing of staff.

The council identified that off shift staff did not have a convenient option for receiving their annual influenza vaccines, so they worked to have two nurses available to provide vaccinations during overnight shifts. They recognized a similar need related to CPR training and now have two CPR instructors fully trained to provide education during off shifts.

They continue to promote the pulse oximeter recycling project. Through their continued rounding and education of staff, they have diverted waste from landfills, saved the facility money, and had trees planted in the hospital's honor through the National Forest Foundation.

This year the Night Council continued their community involvement by sponsoring a "Christmas in July" toiletry drive benefiting Roots of Faith. This drive collected around \$500 worth of toiletries for members of the community.



Exemplary Professional Practice

Shared Governance

Professional Development Council

The purpose of the Professional Development Council (PDC) is to engage nurses in professional practice and promote the nursing experience through recruitment, retention, and shared decision making. The PDC strives to support and foster professional growth through recognition and professional development opportunities.



In 2022, the PDC has done amazing work to engage nurses and promote professional development:

- Held Senior Tea to recognize nurses with 10 or more years of experience
- Recognized all certified nurses on National Certified Nurses Day and promoted certifications through rounding education
- Supported the PATHWAYS to Certification program to increase the number of certified nurses at UPMC St. Margaret
- Sponsored Shared Governance Day to educate staff on what shared governance looks like at UPMC St. Margaret and encourage them to join a hospital or unit-based council
- Sponsored the Confidence Conference to engage and support nursing students and newly graduated nurses
- Hosted the Cameos of Caring banquet and the DAISY and Bee Award Ceremony
- Held a strategic planning day to align the unit-based councils
- Promoted the Nursing Recognition Fund during the 2022 Employee campaign, increasing pledging
- Sponsored a school supply drive for Kerr Elementary and donated supplies to children in need
- Hosted the annual Angel Tree, collecting gifts for families in need at the Family Health Centers and the UPMC St. Margaret School of Nursing

Exemplary Professional Practice

Shared Governance

Quality Council

The Quality Council supports the role of the healthcare professional to deliver the highest quality patient care through collaborative quality improvement initiatives. They work to define, approve, implement, and maintain standards of practice in which clinical excellence and optimal patient care are promoted through shared governance.

- Evaluate healthcare quality indicators and benchmark outcomes against national, local, facility standards and evidence-based practice
- Support and facilitate unit and department-based quality improvement initiatives.
- Act as Quality Liaisons to unit-based councils, Hospital Committees, Councils, and Leadership.
- Promote interdisciplinary collaboration for identified areas of quality performance improvement

Creating a Skin Assessment Application to Promote Workflow

In 2022, the Quality Council and Quality Department worked with the Skin Team Committee to create an electronic application to perform quarterly skin prevalence rounds.

Through this partnership, skin prevalence rounding is now able to be electronically documented real time on an iPad or computer. This has improved the workflow of the Skin Team when they need to assess numerous patients for skin breakdown and be able to document in a timely manner.

Due to the success of this application at UPMC St. Margaret, the process will be replicated throughout UPMC.

The Quality Council made strides in meeting their goals for 2022:

- Expanded membership to include all disciplines
- Supported the annual Patient Safety Fair
- Educated staff on the new PureWick™ Female External Catheter
- Sponsor the Quality Project Showcase
- Implemented the Environment of Care project which includes Wipe Down Wednesday to promote a healthy care environment
- Participated in volunteer opportunities including the UPMC St. Margaret Influenza Vaccine Clinic

Exemplary Professional Practice

Patient-Centered Care

Improving the Patient Experience through Interdisciplinary Collaboration

In 2021, the orthopedic unit was selected for a construction upgrade due to its high patient volume and opportunity to improve HCAHPS cleanliness scores. As upgrades began, environmental services partnered with nursing with a goal of improving patient satisfaction scores.

Environmental services started a 3-Touch process when cleaning patient rooms. The first touch point was at the beginning of the shift and when the housekeeper introduced themselves to the patient using the AIDET framework and ensured the names of the housekeeper and nurse were updated on the communication board. During the second touch point, the housekeeper reintroduced themselves and explained the daily room cleaning process to increase patient safety and reduce any anxiety. The third touch was to thank the patient and make sure they addressed all the patient issues throughout the shift. This process was fine-tuned in 2022, and even shared with other UPMC hospitals due to its success.

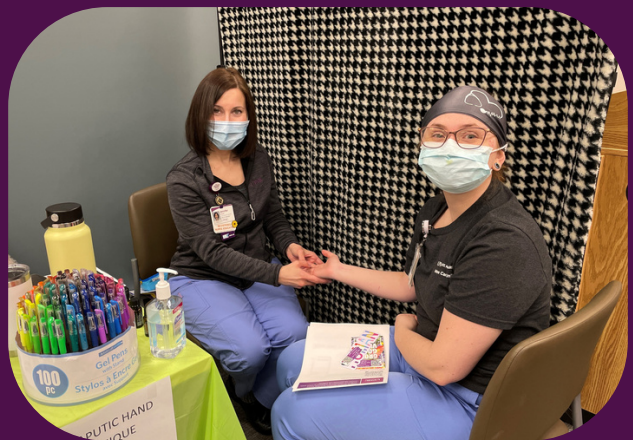
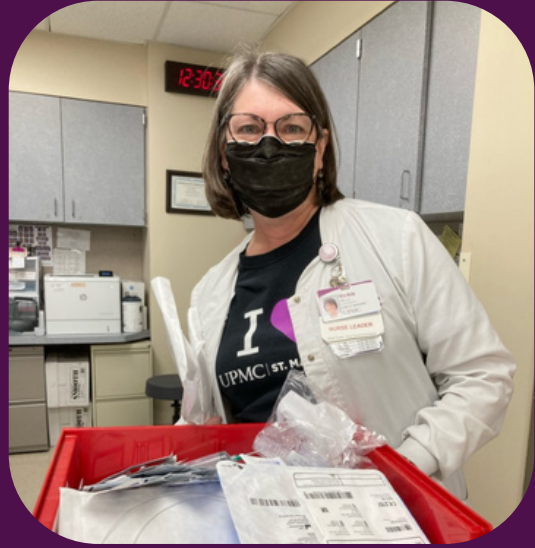
As a result of the new 3-Touch process, patient's needs were met in a timely manner and HCAHPS cleanliness scores saw a huge improvement.

Restructuring Total Joint Classes for Improved Patient Outcomes

Poor diet and nutrition prior to orthopedic surgery is associated with decreased wound healing and increased post operative readmissions. Lisa Kolodziejcki, MSN, RN, Orthopedic Nurse Navigator, developed a goal to decrease 30 and 90-day readmission rates for total hip replacements. She worked to implement an Enhanced Recovery After Surgery (ERAS) protocol for patients. The basic principles of ERAS are to promote patient strength before and after the procedure through diet and nutrition, to facilitate appropriate pain relief after the procedure, and to encourage early walking and exercise.

Patients planning for orthopedic surgery at UPMC St. Margaret typically attend the Total Joint Class. Lisa added expert speakers to the class including physical therapists and dietitians. She also added a virtual attendance option for patients who find remote learning more convenient than traveling to the hospital for class.

As a result of these interventions, UPMC St. Margaret has successfully reduced 30- and 90-day readmissions. Lisa continues to promote interdisciplinary partnerships to ensure UPMC St. Margaret is providing the best care possible.



Exemplary Professional Practice Recruitment and Retention

Student Nurse Intern Program Promotes Recruitment

UPMC St. Margaret hosted 10 Student Nurse Interns (SNIs) in the summer of 2022. The program spanned 10 weeks from May through July and involved a 1:1 mentoring relationship between a registered nurse preceptor and nursing student. These nursing students, who had completed their junior year of nursing school, joined us from several different colleges and universities including Indiana University of Pennsylvania, Duquesne University, University of Pittsburgh, Penn State University, Clarion University, Robert Morris University, and the Community College of Allegheny County. During the course of the internship, these student nurses are provided an extensive orientation and team-building activities at both the system and local hospital level, simulation training, lunch and learns, additional clinical observation experiences, and virtual immersion experiences in other areas of nursing. They also have the opportunity to interview for post-internship patient care technician and graduate nurse (GN) positions while they are still here as SNIs. To date, two of our 2022 SNIs have accepted GN positions here at St. Margaret, while an additional two have accepted GN opportunities at other UPMC hospitals.



Implementing Peer Interviewing During Recruitment

Peer interviewing was introduced to the hiring process at UPMC St. Margaret in 2022. Through peer interviewing, engaged and high-performing staff are chosen to participate in the hiring process and help select their next co-workers. It is the final step in the hiring process that uses behavioral-based interviewing. The peer interview team meets with the candidate to assess the candidate's values-based fit and cultural add to the department. The peer interview team is trusted to make the hiring decision.

Peer interviewing was implemented into the hiring process for the Graduate Nurse Rotational Program. Nurses who had graduated from the program were selected as peer interviewers. This provided candidates with an opportunity to discuss the program with someone who has had firsthand experience.

New Knowledge, Innovation, & Improvements

Nursing Research

Organizations that achieve Magnet® status have infrastructures that empower and engage nurses in the advancement of evidence-based practices and research in all clinical settings. Nurses are educated in evidence-based and research and have access to published research to systematically explore best practices for their patients and practice environments. Using evidence-based practice and research, nurses establish new ways of achieving high-quality, effective, and efficient care practices with positive outcomes. Knowledge gained from nursing research is then disseminated to the community of nurses to expand impact.

At UPMC St. Margaret, we have a culture of evidence-based practice and research. We currently have six Institutional Review Board-approved research studies exploring a variety of topics.

Igniting Nurses' Value, Implementation, and Knowledge of Evidence-Based Practice

Emily Wickline PhD, BSN, RN, CMSRN and Judith Tinelli, MSN, RN, ONC, CNL, CRRN

The Impact of Bedside Shift Report on HCAHPS Scores and CNS Penalty Claims

Emily Wickline PhD, BSN, RN, CMSRN

The Impact of Restricted Clinical Experience During COVID on New Graduate Nurse Satisfaction and Experience

Judith Tinelli, MSN, RN, ONC, CNL, CRRN, Amy Davis, DNP, RN, NPD-BC, CMSRN, and Jennifer Parrotte, MSN, RN

Improving Intrahospital Transport Team Knowledge of Crisis Management Through Simulation-Based Learning

Kendallyn White, MSN, RN, NPD-BC, CMSRN, Kristen Killian, DNP, BS, RN, ENLS, and Timothy Williamson

Increasing Non-pharmacological Options with the Holistic Cart

Jennifer Drapas, MSN, BA, RN, CSRN, Amy Davis, DNP, RN, NPD-BC, CMSRN, Judith Tinelli, MSN, RN, ONC, CNL, CRRN, and Jared Synan, MSN, RN

The Use of Simulated Family Presence to Decrease Agitation in Hospitalized Patients with Dementia or Delirium

Kendallyn White, MSN, RN, NPD-BC, CMSRN, Catherine Green, MSN, RN, NPD-BC, CMSRN, and Taylor Hill, BSN, RN, CMSRN

New Knowledge, Innovation, & Improvements

Discovering Best Practice

Implementation of Capnography in the Post Anesthesia Care Unit (PACU) to Improve Detection of Respiratory Compromise

Postoperative patients require close monitoring to detect potentially life-threatening conditions following surgery and anesthesia. One device that has been shown to improve patient monitoring is the end-tidal CO₂ (EtCO₂) monitor, also known as waveform capnography. This device can alert a nurse of hypoventilation or apnea several minutes before it may be reflected in other vital signs.

Sean Williamson, DNP, RN, CCRN implemented EtCO₂ monitoring in the PACU at UPMC St. Margaret to observe how often hypoventilation and apnea were detected and which patients may be at the highest risk. His results support the hypothesis that the use of EtCO₂ monitoring alerts clinicians to changes in ventilation far more rapidly than pulse oximetry alone. Furthermore, patients with known or possible obstructive sleep apnea are at an increased risk of apneic events after anesthesia. The use of EtCO₂ may prevent harm through more rapid detection of respiratory changes.

Changing Nursing Practice to Reduce the Incidence of Central Line-Associated Blood Stream Infections

Central line-associated bloodstream infections (CLABSIs) are serious and costly infections that can be directly impacted by nursing care. CLABSIs have a known association with increased patient mortality, length of stay, and hospital readmissions, making prevention imperative.

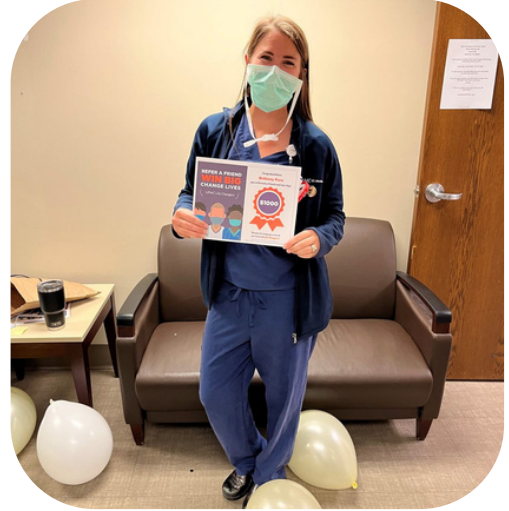
Understanding the impact of CLABSIs on our patients, Courtney Ross, MSN, RN, CEN, SANE collaborated with the Infection Prevention Task Force to introduce the Biopatch® Protective Disk with CHG to our hospital. The Biopatch® provides a wear time of seven days resulting in fewer dressing changes on central lines. This saves time for nurses and provides a positive patient experience by lowering the number of times the site is disturbed. The impregnated CHF reduces bacterial growth at the insertion site. Through the implementation of evidence-based interventions, the goal of reduction of CLABSIs in our hospital was achieved.

Empirical Quality Outcomes

Nursing Satisfaction

UPMC St. Margaret takes pride in caring for their employees. From hospital picnics to I Heart St. Margaret t-shirts, it is evident that the organization cares for the staff who work here. The hospital also has an interdisciplinary Employee Experience Council whose focus is optimizing employee satisfaction. This year, the council put together numerous events and activities for the UPMC St. Margaret staff and their families. They brought food trucks to the hospital, sponsored a staff Pirate game, rounded to bring iced coffee to staff, sponsored drive-in movie nights complete with kid's bingo and truck-or-treat. One of the biggest events for staff was hospital week and nurses week. This year, the council sponsored Welcome to Work, Cake Wars, a nacho bar, and ice cream bar.





Empirical Quality Outcomes

Promoting Patient Safety

Each year, UPMC St. Margaret hosts a Patient Safety Fair. The fair focuses on educating staff on common patient safety concerns in order to promote high quality patient care. In 2022, there were over 400 attendees, including physicians, advanced practice providers, nurses, patient care technicians, nursing students, housekeepers, dietary staff, transporters, and volunteers.



Education topics included:

- SSI Reduction
- Positive Patient Identification
- CAUTI Reduction
- CLABSI Reduction
- C Diff Prevention
- Sepsis Awareness
- Fall Prevention and Safety



Empirical Quality Outcomes

Quality Results



UPMC St. Margaret 2022 Accomplishments

- America's 100 Best Joint Replacement
- America's 100 Best Orthopedic Surgery
- CMS Care Compare 5 Star Rating
- Get with the Guidelines Stroke Gold Plus Award
- Healthgrades Joint Replacement Excellence Award
- Healthgrades Gastrointestinal Surgery Excellence Award
- Healthgrades Pulmonary Care Excellence Award
- Healthgrades Surgical Care Excellence Award
- Highmark Blue Distinction Center - Hip and Knee Replacement
- Leapfrog Group Hospital Safety Grade A
- UPMC Health Plan Hip and Knee Joint Replacement Surgery Center of Excellence



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