ON *THE* PATH TO ADVANCING *NURSING EXCELLENCE*

Nursing Annual Report **2019**

TOWER HEALTH
Advancing Health.
Transforming Lives.

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Advancing Health. Transforming Lives.

Brandywine Hospital

Chestnut Hill Hospital

Jennersville Hospital

Phoenixville Hospital

Pottstown Hospital

Reading Hospital

TowerHealth.org

THE PURSUIT OF OUR *TRUE NORTH*

TOWER HEALTH NURSING PROFESSIONAL PRACTICE MODEL

Compass diagram labels: MISSION · VISION · VALUES · STANDARDS · SHARED GOVERNANCE · PROFESSIONAL DEVELOPMENT · PROFESSIONAL RECOGNITION · RELATIONSHIP-BASED CARE · QUALITY AND SAFETY · INNOVATION · TRANSFORMATIONAL LEADERSHIP · EVIDENCE-BASED PRACTICE & RESEARCH · OUTCOME · EXCELLENCE · PATIENTS & FAMILIES

2019 was an exciting year of innovation and transformative change for Tower Health nursing as we welcomed our seventh Tower Health hospital, St. Christopher's Hospital for Children. This addition expands our nursing footprint and quest for advancing nursing excellence.

In pursuit of our true north, we are guided by the Tower Health Nurse Executive Team, which is comprised of chief nursing officers and nurse executives that support the system. Our focus is on nursing vision, strategic and succession planning, leadership development, and nurse recruitment and retention. In addition, the team evaluates nurse satisfaction within the practice environment, determines resources needed to support practice, and targets quality and safety measures. Together, we provide a strong foundation with leadership support for system-shared governance, operational, clinical, and professional practice excellence. Our chief nursing officers also collaboratively partner with chief medical and quality officers to establish a firm interprofessional infrastructure for quality data analytics and performance improvement. This team has assured robust Tower Health nursing with representation at councils that address clinical practice, operational excellence, education, patient experience, and professional practice and quality. In addition, our leaders have also provided resources for a new system director for clinical inquiry, research, and system strategic plan to promote nursing evidence-based practice (EBP) and research at every Tower Health hospital. We are also proud to report that St. Christopher's Hospital for Children celebrated its 3rd Magnet redesignation, Reading Hospital Magnet re-designation is underway, and assessments of Magnet and Pathway to Excellence readiness have been completed at our other Tower Health hospitals.

Throughout Tower Health, our nurses are innovatively redesigning traditional models of staffing using predictive analytics. The implementation of the **Nightingale Program**, which provides data driven modeling of staffing needs, demonstrates this innovation. The creation of **Tower Select**, an agile and specialized team has evolved the traditional float pool model to a high performing model that proactively meets the dynamic staffing needs of a complex healthcare environment. The Nightingale Program implementation was completed at Reading Hospital in 2019 and modeling is underway for other Tower Health hospitals. The Operational Excellence Council will be creating a system Nurse Staffing and Scheduling Committee that will provide ongoing oversight of the Nightingale Program.

Tower Health nurses also supported the transition to EPIC as the global electronic medical record, providing a seamless experience for patients and providers across care continuums and care settings. Nursing practice protocols were standardized throughout the system by the Tower Health Nursing Clinical Practice Council and nurses worked collaboratively to implement the High Reliability Organization (HRO) Fall Prevention Program.

Education remains at the forefront of Tower Health nurses with a global platform for nursing professional development driven by the Tower Health Nursing Education Consortium. The consortium has coordinated the implementation of the Vizient nurse residency program at all hospitals, development of hospital-based LEAD and preceptor programs, system courses for shared governance and evidence-based practice (EBP) internships, and resources for specialty practice orientation and skill development.

Over the course of the year, the Tower Health Nursing Professional Practice Council has led the implementation of the Tower Health nursing professional practice model in all hospitals and system implementation of the Nursing Professional Recognition for Excellence Program (PREP) and relationship-based care. The Council also established a standardized process to report nursing quality outcomes and national nursing quality benchmarks both at the hospital and system level.

We are proud of these accomplishments and look to continue *on the path to advancing nursing excellence.*

Mary Agnew

Mary Agnew, DNP, RN, NEA-BC
Senior Vice President and Chief Nursing Officer
Tower Health

SHARED *GOVERNANCE*

Through Shared Governance, nurses are engaged and involved in effective decision-making to improve outcomes related to patient care and nursing practice.

The Tower Health system nurse executive, clinical practice, operational excellence, professional development, and professional practice councils are established and flourishing. Clinical nurses and nurse leaders from each hospital serve as council representatives.

At Reading and Phoenixville Hospitals, shared governance has been redesigned and implementation is underway at Brandywine, Chestnut Hill, Jennersville, and Pottstown Hospitals.

Accomplishments throughout Tower Health this year include:

- 10 shared governance courses provided for clinical staff
- Establishment of a global platform for nursing education and EBP Internship Program
- Nurse residency program
- PREP nursing recognition and advancement
- Standardization of nursing practice standards and protocols for transition to EPIC
- Implementation of quality and learning boards
- Quality reporting standardization
- Magnet assessment and gap analyses
- Initiation of patient experience surveys for ambulatory settings

PROFESSIONAL PRACTICE MODEL GUIDING PRINCIPLES

Top: Phoenixville Hospital's Lashay Davis, RN, and Lori Marcelli, PCA, review the PCA daily checklist they developed with their unit council.

Middle: Brandywine Hospital nurses Kelly Goodwin, Trina Finney, and Tracy Ashton conduct the Shared Governance Road Show, sharing information about new councils with every department.

Bottom: Pottstown Hospital's Vicki Schafer, RN, provides a new mother breastfeeding education developed by her unit council.
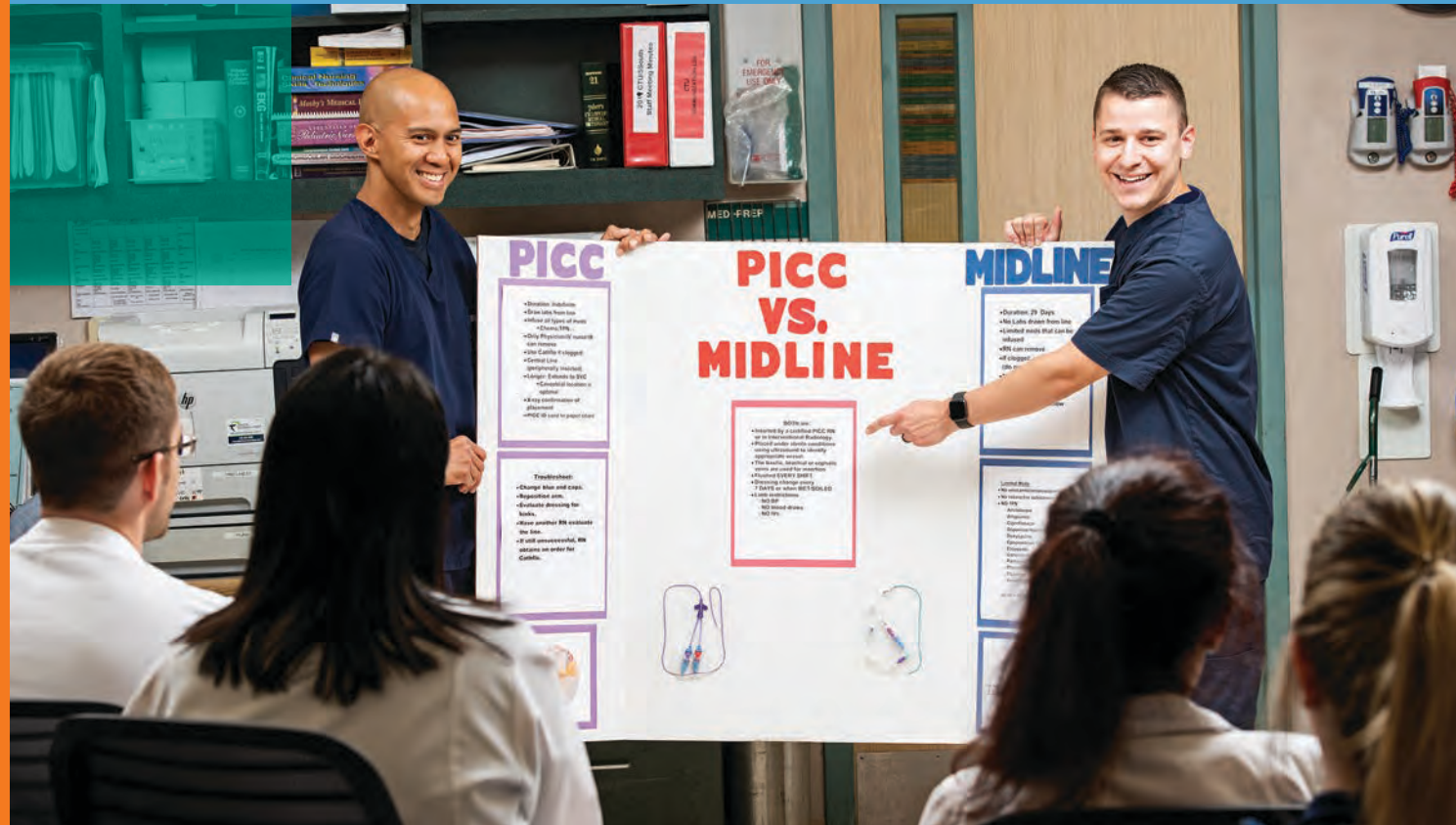
Previous Page: Glen Sta Ana, RN, Melissa Fuller, RT, and Johanna Zeimbicki, ST, implement new mouth care protocol developed by the interdisciplinary council.

Top: Jillian Hole, Unit Director; Cara Welch, Clinical Nurse; and Erin Marinchak, Clinical Nurse Specialist, lead a case review during Reading Hospital's new Nursing Quality Review Board meeting.

Bottom: Jennersville Hospital clinical nurses Michelle McClay (2nd L), Samantha Peticca (2nd R), and John Kates (R) meet with interprofessional colleagues to discuss shared governance priorities.
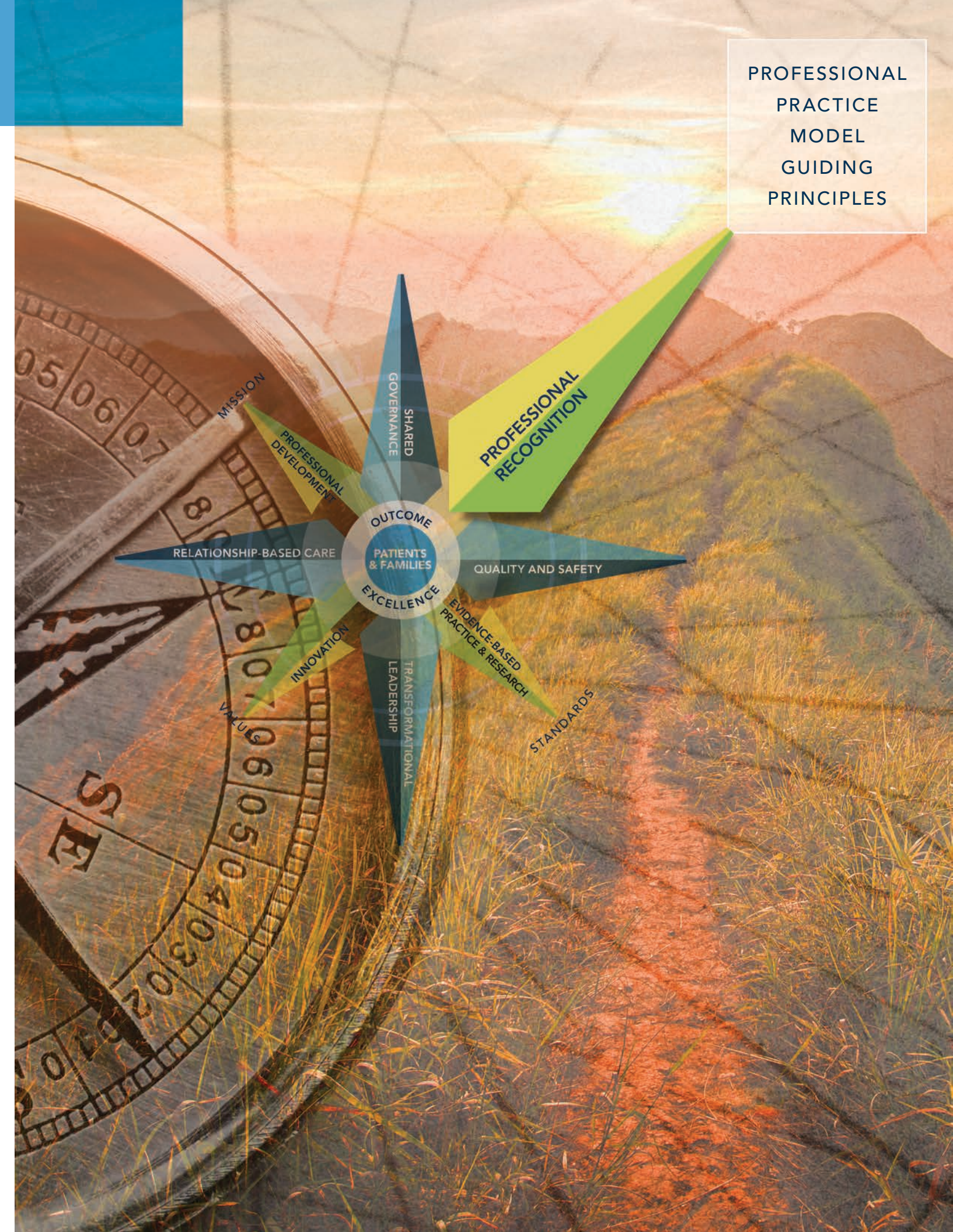
PROFESSIONAL *RECOGNITION*

Professional Recognition of nurses' contributions to system, hospital and unit outcomes is provided through nursing advancement programs, nursing excellence award programs, and support for presentation of nursing work at professional conferences and for publication in professional journals.

The Daisy Award program, which provides patients' recognition of nurses, continues to grow at Brandywine, Chestnut Hill, Phoenixville, and Pottstown Hospitals and was implemented at Reading and Jennersville Hospitals. Nursing and patient care assistants are also now recognized through the Mountain Laurel award that has been implemented in all hospitals.

The RN Professional Recognition for Excellence/Advancement program (PREP) has been established at all hospitals. The five-level advancement program provides financial incentive for RNs challenging to levels III, IV, and V. The program recognizes clinical expertise, certification, academic advancement, professional engagement, and community outreach, and the RN's innovative projects that improve patient experience, quality, and efficiency and contribute to achievement of hospital outcomes.

Tower Health nurses were also recognized this year through robust hospital nursing excellence awards programs and Nurses' Week activities.

Top: Pottstown Hospital nurses were recognized for improving quality, safety, patient experience, interprofessional collaboration, community care, and nursing practice through their nursing excellence award program.

Middle: Phoenixville Hospital's Community Garden (pictured here with Michelle Evans, RN) is improving health and the program's director, Barbara O'Connor, RN, was named a finalist for the prestigious Nightingale Awards of Pennsylvania.

Bottom: Brandywine Hospital's Amy Groff, RN, whose locker is covered in notes of patient appreciation, was recognized with a DAISY Award this year for her exemplary patient care.

Previous Page: Chestnut Hill Hospital's clinical nurses Anthony Shapit and Kyle Raczynski were recognized through PREP for their project to educate colleagues about minimizing central line utilization.

Top: Collins Okyere, RN, was one of the first nurses recognized with the DAISY Award when the program was implemented at Reading Hospital this year.

Bottom: Jennersville Hospital CEO, Claire Mooney and ED Director, Dara Corvaia led a flash mob to recognize Michelle Bennett, RN, and Nicole Starner, RN, with the coveted DAISY Award.

Outcome measurement, benchmarking, and continuous quality improvements are hallmarks of nursing practice. Nurses identify quality indicators and participate in data collection and quality improvement activities to outperform national benchmarks.

Nursing quality related to fall rate, hospital-acquired pressure injury (HAPI) prevalence, catheter associate urinary tract infection (CAUTI), and central line associated bloodstream infection (CLABSI) rates are being benchmarked with the National Database of Nursing Quality Indicators (NDNQI) – the largest nursing quality database.

All hospitals focused on reduction of falls and injury falls using High Reliability Organization (HRO) principles for fall prevention.

Reading Hospital remains "Magnet Ready" for all 4 NQI with >65% of units outperforming the NDNQI mean for 5 or more quarters.

Pottstown Hospital is outperforming the NDNQI mean for all 4 NQI in the majority of its 6 NDNQI reported quarters and continues to have the lowest injury fall rate in the system.

Chestnut Hill Hospital is outperforming the NDNQI mean for HAPI, CAUTI and CLABSI in the majority of its 7 reported quarters.

Phoenixville Hospital is "Magnet Ready" for CAUTI and CLABSI with >50% of units outperforming for 5 or more of 8 quarters.

Brandywine Hospital is outperforming the NDNQI mean for CAUTI and CLABSI in the majority of its 6 reported quarters.

Jennersville Hospital outperformed target injury fall goal with rate of .40 for FY19 and rate of zero for FY20 to date.

Magnet and Pathways Gap: A detailed Nursing Excellence Assessment and gap analysis using the ANCC Magnet Model was conducted at Brandywine, Chestnut Hill, Phoenixville, and Pottstown Hospitals and Pathways to Excellence gap analysis was conducted at Jennersville Hospital.

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Top: Chestnut Hill Hospital's Kristen James, RN, champions early ambulation to prevent complications of immobility.

Middle: Dave Devine, RN, and Dana Grove, RN, showcase Brandywine Hospital's new ED documentation station that is improving care team communication.

Bottom: Jennersville Hospital's Patient Safety Ambassadors are driving continued high quality and safety of patient care.

Previous Page: Reading Hospital at Spring Ridge SurgiCenter nurses, Kasie Moll, RN, CNOR and Beth Luckenbill, RN, BSN, CAPA provide exemplary education and support of patients, one of the many reasons patient experience is consistently above the 90th percentile.

Top: Virginia Chacon, RN, Pottstown Hospital, shares the fall prevention booklet with a patient while CNA Regina Trimboli checks that the bed alarm is on.

Bottom: Phoenixville Hospital Emergency Department nurse Becca Beattie participated in the department's QI initiative to decrease blood culture contamination to below national average.

Nurses base practice on best evidence and contribute to the generation of new knowledge through nursing research.

The 2019 Nursing EBP Internship included 14 nurses from throughout Tower Health. Intern projects included:

Brandywine Hospital

- Heather Hershey: Reducing COPD Readmissions

Jennersville Hospital

- Karen Allicock and Noreen Miller: What are best practices for environmental cleaning between cases in the operating room to improve infection rates and decrease turnover time?

Phoenixville Hospital

- Ashley Karkoska: Are Independent Double Checks Effective in Reducing Medication Errors?

Pottstown Hospital

- Sarah Rawlings: Decreasing Ventilation Time through Early Mobilization and Targeted Daily Goals
- Beverly Sloan: Improving Patient Conversations About Activity Tolerance and Pain in Outpatient Oncology

Reading Hospital

- Cristina Collington: Improving RN & PCA Perceptions of Patient Care Delivery Through an Educational Program: Delegation & Communication
- Michelle Martin: Decreasing the Risk of Contrast-Induced Nephropathy in the Cardiac Cath Lab
- Kate Radiosky: Reducing Agitation in Acute Medical/Surgical Patients with Dementia
- Brittany Russell: Fall Prevention Patient Education in the Pre-operative Setting: Does it Reduce Post-operative Falls?
- Angie Salio: Postpartum Quantitative Blood Loss Assessment
- Linda Seasholtz: The Kalisch Model of MISSCARE and Nursing Teamwork
- Ekatherina Shaportova: Improving Patient Experience With Patient-Centered Care: Better Sleep With Aromatherapy
- Jessica Wolgemuth: Incorporating a Care Bundle to Reduce Respiratory MDRPIs

Reading Hospital clinical nurse Emma Harris and unit director Kristy Glass completed a Workplace Violence research study and presented their findings at two regional conferences and the Academy of Med-Surg Nursing annual conference.

Deborah Swavely, PhD, RN joined Tower Health as the System Director of Clinical Inquiry and Research. Dr. Swaveley developed a strategic plan for research and is piloting a research mentor program.
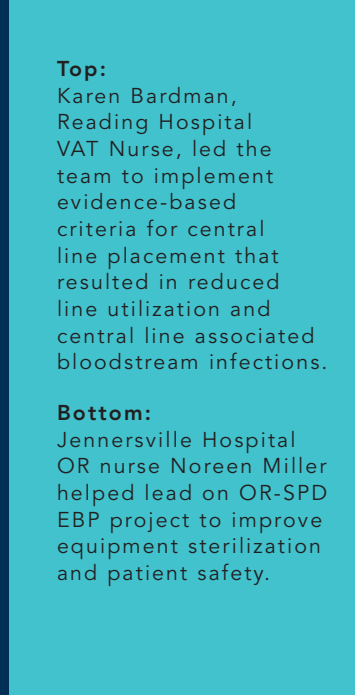

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Top: Rebecca Weixler, RN, ICU, Chestnut Hill Hospital, led an EBP progressive mobility practice change In ICU to improve patient outcomes.

Middle: Brandywine Hospital pharmacists and nurses are conducting collaborative safety rounds in ICU.

Bottom: Phoenixville Hospital nurses residents Alison Clarke and Oren Currie present their PICOT question and evidence findings to colleagues regarding minimizing sleep disturbance.

Previous Page: Pottstown Hospital ICU nurses Sarah Rawlings and Joyce Ochieng, pictured here with Jonnie Korinko, RRT, implement an evidence-based practice change for mobilizing mechanically ventilated patients.

Top: Karen Bardman, Reading Hospital VAT Nurse, led the team to implement evidence-based criteria for central line placement that resulted in reduced line utilization and central line associated bloodstream infections.

Bottom: Jennersville Hospital OR nurse Noreen Miller helped lead on OR-SPD EBP project to improve equipment sterilization and patient safety.

TRANSFORMATIONAL *LEADERSHIP*

Tower Health nurses in every role and setting are transformational leaders who role model professionalism, advocate for patients, and transform nursing care to meet the current and future needs of patients in a dynamic healthcare environment.

Eleven Tower Health nurses were selected as finalists for 7 of the 11 Nightingale Awards of Pennsylvania.

Clinical Practice RN
- Cecelia Bermudez, Reading Hospital Oncology Unit*****
- Judy Bowman, The Reading Hospital SurgiCenter at Spring Ridge

Advanced Practice RN
- Erin Marinchak, Reading Hospital Clinical Nurse Specialist
- Patience Terkowski, Pottstown Hospital Nurse Practitioner*****

Community Nursing
- Tracy Davidheiser, Reading Hospital Street Medicine Program*****
- Barbara O'Connor, Phoenixville Hospital Community Health Education and Outreach

Doctor of Nursing Practice
- Barbara Romig, Tower Health and Reading Hospital

Nursing Administration – Leader/Manager
- Kristine Gingrich, Reading Hospital for Rehabilitation at Wyomissing*****
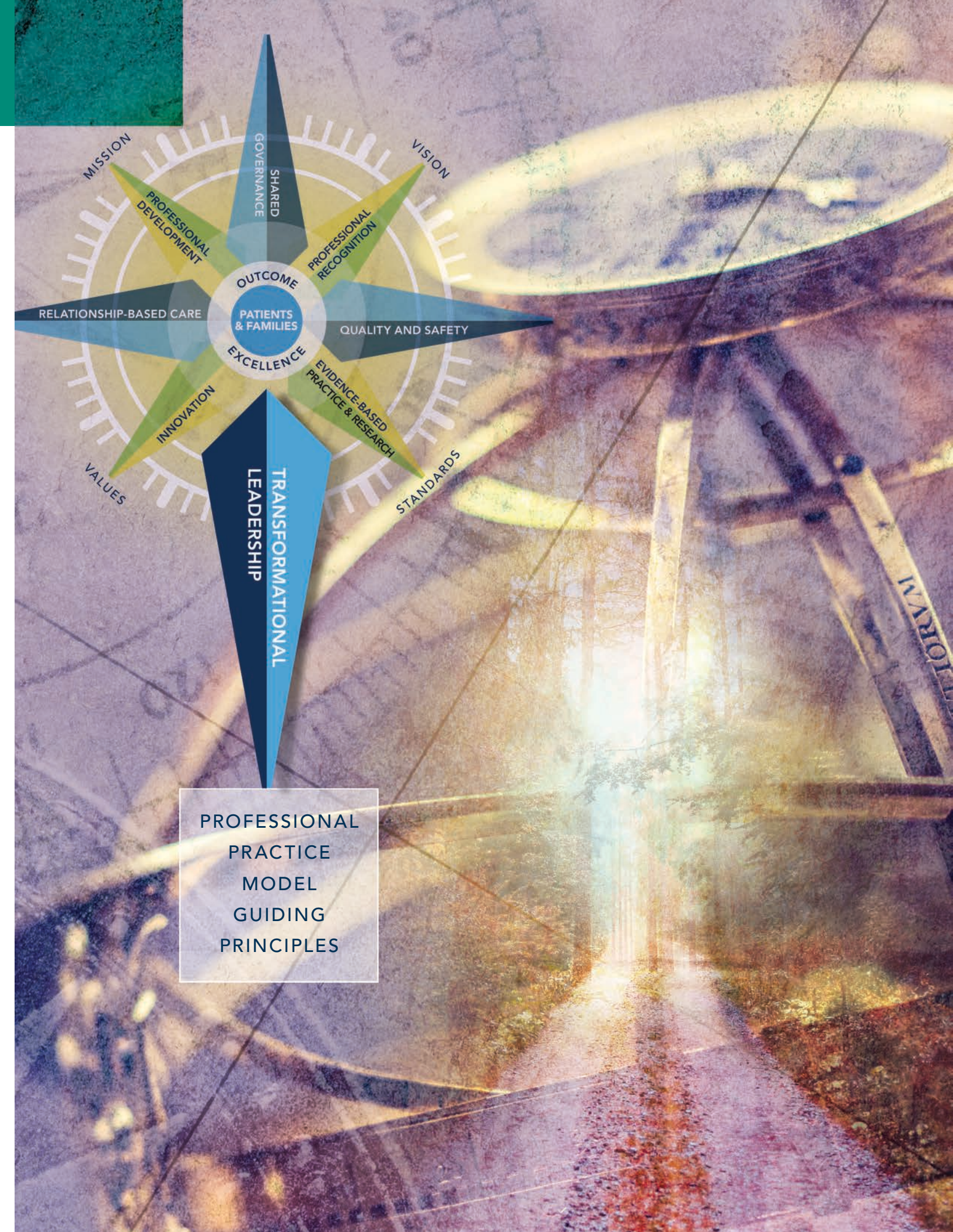
Nursing Education – Staff Development
- Virginia Jones, Pottstown Hospital Professional Development

Nursing Administration – Executive
- Claire Mooney, CEO Jennersville Hospital*****
- Barbara Zuppa, AVP Professional Practice, Tower Health and Reading Hospital

* *Award winners*

Tower Health nurses have also demonstrated transformational leadership of staffing with Project Nightingale. This innovative approach uses predictive analytics of volume variation trends, patient acuity levels, use of paid time off, and many other variables that impact staffing to develop proactive staffing models. Reading Hospital nurses piloted the new model this year and have remodeled unit staffing models based on specialty care needs, commitment to every third weekend, and feedback from facilitators. Predictive analytics has begun in Brandywine, Chestnut Hill, Jennersville, Phoenixville, and Pottstown hospitals.

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Top: Pottstown Hospital Cancer Center nurses Patience Terkowski, CRNP, and Cathy Beard, RN, lead the initiative to use EPIC Beacon to set up IV chemotherapy and reduce errors.

Middle: Chestnut Hill Hospital nurses Maggie Erb and Jean Hays, RN, conduct skin assessment with Jill Laboranti, PT; Erb and Hays are leading organizational implementation of the NICHE (Nurses Improving the Care of Health System Elders) program.

Bottom: Brandywine Hospital Behavioral Health interprofessional colleagues collaborate closely with nurses to plan comprehensive individualized care and discharge plans to address the unique needs of each patient.

Previous Page: Phoenixville Hospital COACH nurse, Jess Breidenbach, assists Jess Mandik, RN, to complete emergency equipment check.

Top: Jennersville Hospital ICU nurses and physician colleagues are transforming care with surgical rounds that include all members of the care team.

Bottom: Rosi Wurster, VP Nursing Finance, Chris Keithly, Senior Director Support Services, and Alysen Vincelli, BSN, RN-BC, Staffing Committee Chair, review heat maps that are informing the transformational change in staffing to the Nightingale model.

Brandywine Behavioral Health Pavilion

Providing Treatment for today,
& Hope for tomorrow...

Past Census | Heatmap

INNOVATION

Tower Health nurses are actively engaged in exploring new innovations and technologies to advance practice and improve care delivery. Clinical nurses are involved in selection, design, implementation, evaluation, and optimization of technologies.

In 2019, our nurses worked with interprofessional colleagues during the transition of every Tower Health hospital to the EPIC platform, which provides one electronic medical record throughout the health system. The EPIC platform provides patients and care providers with a seamless experience that improves communication of health information and resources across the system and care settings.

In preparation for this transition, the Tower Health Nursing Clinical Practice Council led the work of standardizing nursing protocols across the system. The council is comprised of a nurse leader and clinical nurse from each hospital, nursing informatics nurses, clinical nurse specialists, and practice specialists who collaborated to assure protocols are evidence-based best practices that support care throughout the system.

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Top: Phoenixville Hospital nurses Lenia Rexrode, ICU, and Tammy Renninger, WHC, implement an innovative post C-Section recovery process that improves quality and experience of care.

Middle: Chestnut Hill Hospital EPIC super-user Randy Corl, RN, guides Rodmon Garcia, RN, through the transition to EPIC.

Bottom: Matt Ryan, RN, Jonathan Buckley, MD, and Chris Gvodas, RN, use Pottstown Hospital's TeleRobot and iPad to facilitate rapid stroke assessment.

Previous Page: Reading Hospital's clinical nurse Mindy Purcell consulted music therapist Cara Wojciechowski to provide an innovative approach to reducing anxiety and risk of preterm labor in a high-risk obstetric patient.

Top: Jennersville Hospital nurses advocated through their learning boards to participate in PROJECT CURE in support of community and worldwide health.

Bottom: Brandywine Hospital's Yolanda Breton, RN, introduced the idea white board as a means of all staff having a voice in how to improve care and the work environment.
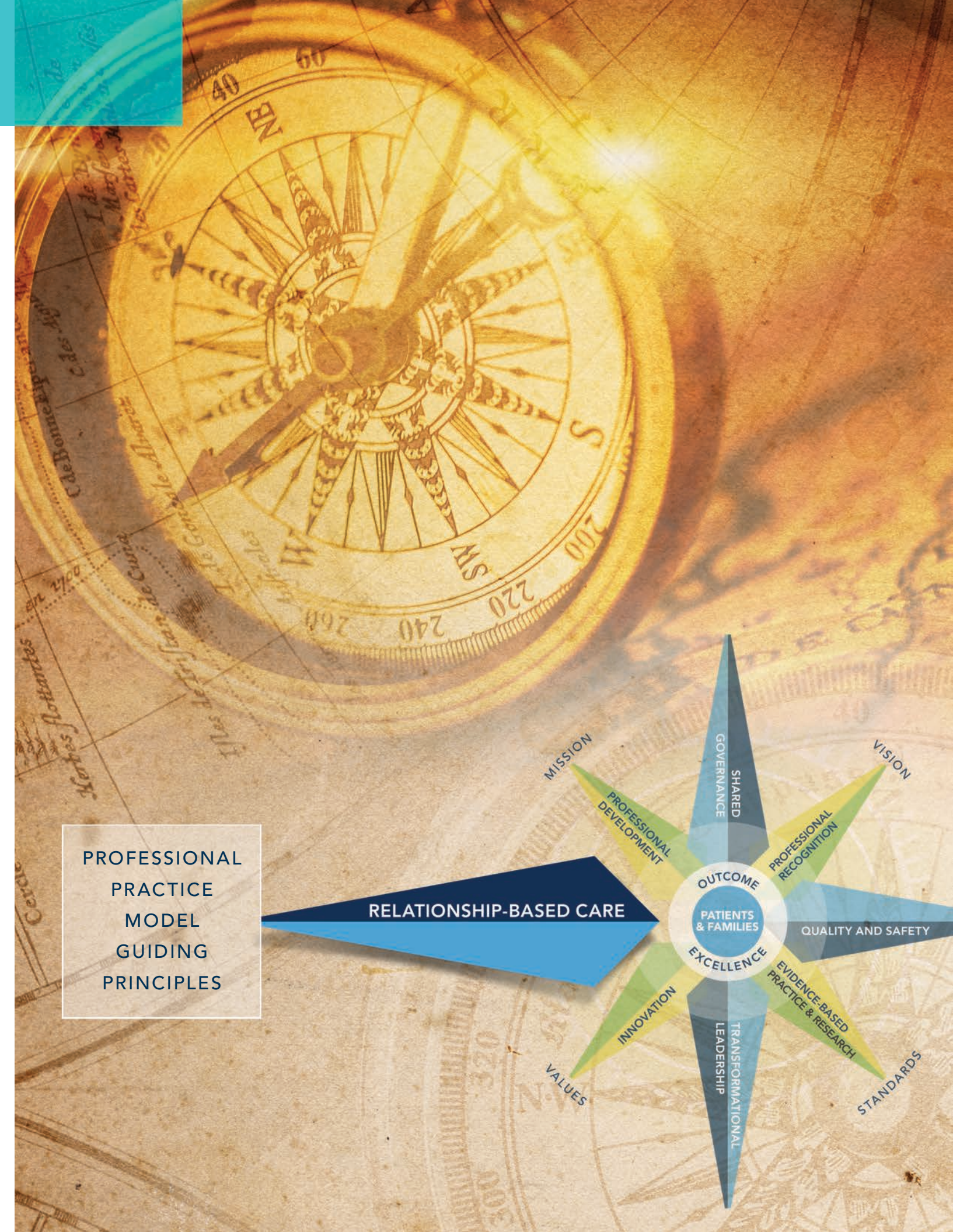
RELATIONSHIP-BASED *CARE*

The Relationship-Based care system for nursing care delivery assures continuity of care, establishing a therapeutic relationship between patient and a primary nurse, and strengthening care of self and colleagues.
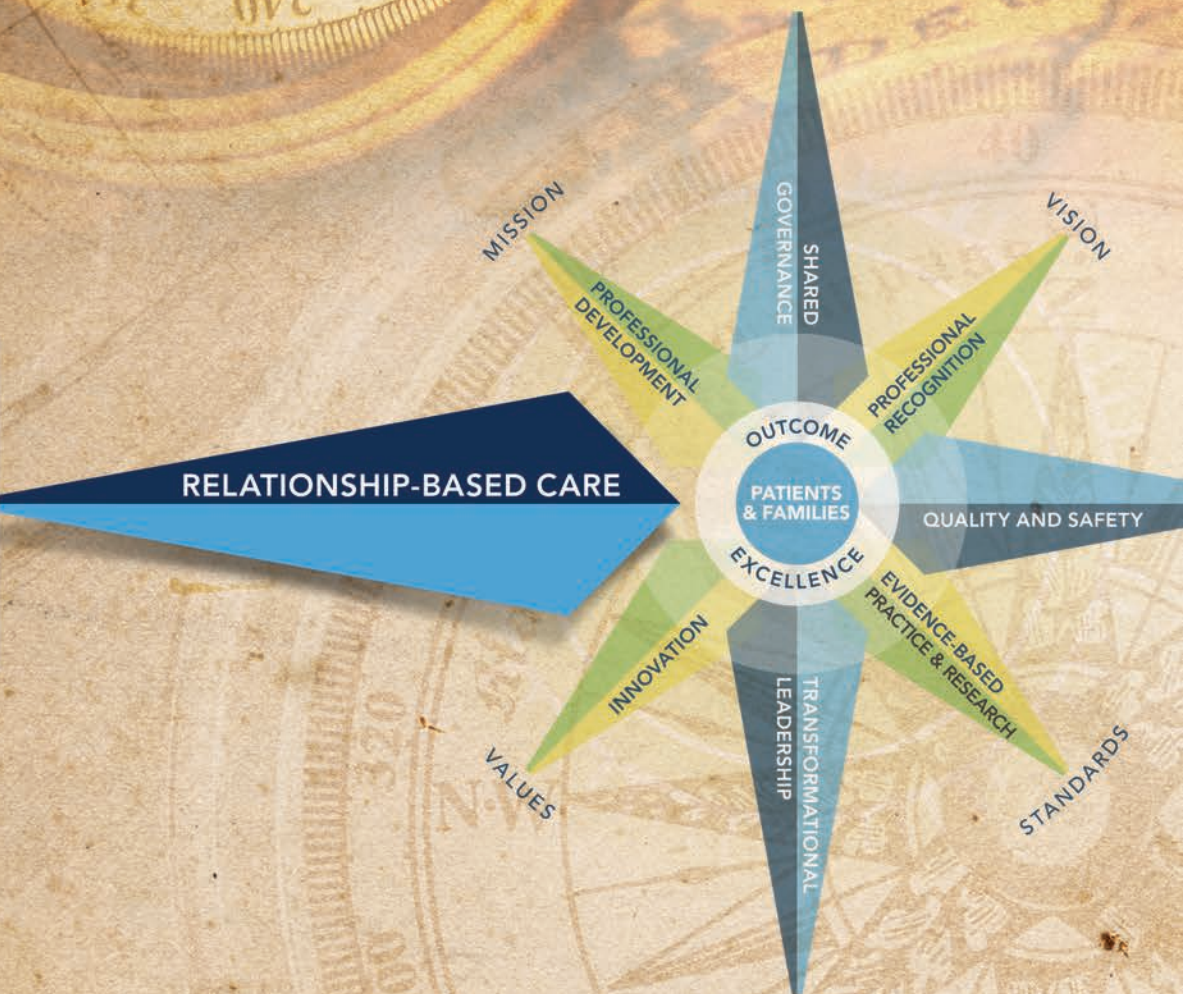
The relaunch of relationship-based care at Reading Hospital and implementation of RBC at Brandywine, Chestnut Hill, Jennersville, Phoenixville, and Pottstown Hospitals are engaging clinical nurses and nurse leaders in strengthening the patient experience, teamwork and care of colleagues, self-care practice, and patient-centered care delivery. Two nurses from each hospital were sent to relationship-based care Implementation Leader Training to lead implementation at each organization. Every Tower Health Hospital has been developing the patient care experience specific to their individual patient population.

One example of consistent, exemplary, relationship-based patient experience is at The Reading Hospital SurgiCenter at Spring Ridge, who was named the 2019 Guardian of Excellence Award winner by Press Ganey for its work to continuously improve patient satisfaction.

In addition, an employee engagement survey was completed at all hospitals and action planning is underway to continue to improve engagement, teamwork, and the work environment.

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Top: Pottstown Hospital nurses Renee Vance and Helen Lombardi participate with colleagues in multidisciplinary rounds led by Fanny Sotomayor, MD.

Middle: Reading Hospital Infusion Center clinical nurse, Sarah Ailes, demonstrates the highly compassionate and connected care that she and her team provides to their vulnerable patients.

Bottom: Katie Davis, RN, is leading efforts to elevate patient and family-centered care as part of RBC implementation at Chestnut Hill Hospital.

Previous Page: Judy Sullivan, RN, Jennersville Hospital, introduced discharge follow up phone calls to maintain relationships with patients and decrease readmissions.

Top: Phoenixville Hospital's Alexandra Schad was recognized by her patient for her "total comfort" approach to his care and treatment in the DAISY nomination he wrote for Schad.

Bottom: Brandywine Hospital's nurses Kelley Erskine and Nancy Gardner review relationship-based care principles in preparation for RBC implementation on their unit.
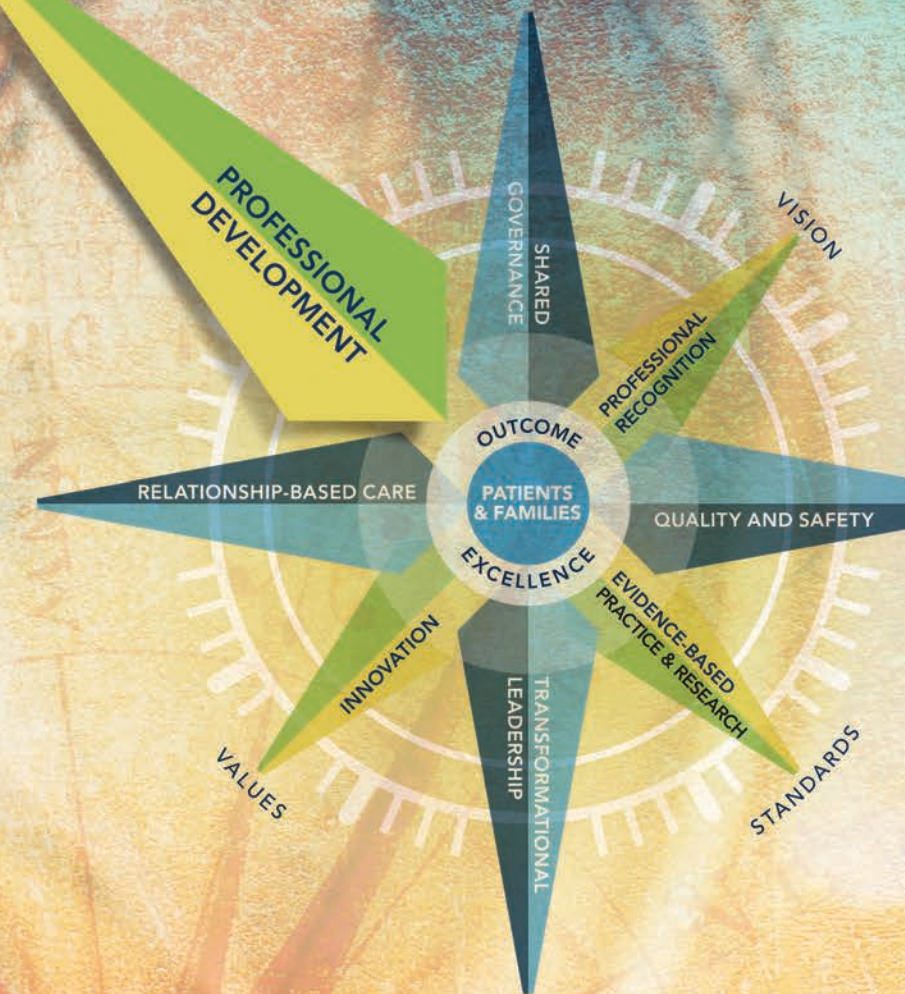
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Professional Development is supported throughout Tower Health where nurses are encouraged to pursue continuing education, specialty certification, and academic advancement.

Led by the Tower Health Nursing Education Consortium, nurses have established a global platform for education across the system that includes conferences, courses, and e-learning. The Leadership and Education Development, Preceptor, and Shared Governance courses are now being provided at all hospitals. Tower Health also sponsored specialty conferences for emergency, critical care, maternal-child health, med-surg, ambulatory, rehabilitation, and behavioral health nursing, as well as nursing certification review courses. All hospitals are now participating in the Vizient nurse residency program to support the transition of graduate nurses to practice.

More than 300 Tower Health nurses attended the Nursing Leadership conference in May and received not only continuing education, but also the opportunity to contribute to the system's nursing strategic plan. Tower Health nurses attended a wide variety of system, local, regional, and national nursing specialty conferences, such as the ANCC Magnet Conference in Orlando – which was attended by 28 nurses from all Tower Health hospitals.

Top: Sarah Picharella and Kristin Krynski participate in Pottstown Hospital's new Periop 101 course coordinated by nurse educator Angie Mohn.

Middle: Phoenixville Hospital OR nurses, Tonya Brumbach and Lizabeth Blute proudly display the photo of their certified colleagues in celebration of the team's second CNOR Strong award.

Bottom: Reading Hospital nurse resident Thomas Hunsberger (right) meets with residency group colleagues and facilitator Andrea Fischer, RN, to share his clinical experiences.

Previous Page: New nurses Nicole McSorley and Casey Varrasse are introduced to pet therapy during Brandywine Hospital's new nurse residency program.

Top: Chestnut Hill nurses Daniel Fitzgerald, Brian Ambron, and Rebecca Kreyer participate in interprofessional mock codes to strengthen emergency management competency.

Bottom: Jennersville Hospital nurses residents Tatiana Minser and John Iacobacci enjoyed learning in a simulation lab and having opportunity for hands-on skill development.