

Leading Nursing Care Into Jefferson's Third Century



MISSION

We improve lives through extraordinary patient care.

VISION

Reimagining health, education and discovery to create unparalleled value.

VALUES

- ~ We put people first by creating a care environment for patients, employees and each other.
- ~ We are bold and think differently to find creative and meaningful ways to transform care delivery.
- ~ We do the right thing by putting patients at the center of everything we do.





A Message From Jefferson Health Chief Nurse Executive Officer

Dear Jefferson Nurses and Patient Care Teams,

We are proud to share our first health system Nursing Annual Report. This report includes highlights of key outcomes and accomplishments led by nurses and interprofessional partners from across Jefferson Health.

This past year, through the collective efforts of Jefferson nurses, we realized significant progress in stabilizing our nursing workforce. Currently, our overall registered nurse (RN) vacancy rate is 5.5% compared to a national benchmark of 15.3%. Our mission is to create a work environment for nurses that motivates them to stay with us for the entirety of their careers. To support this, we are creating pathways for advancement that align with your interests and increase your expertise.

Jefferson nurses continue to be a critical component of delivering quality outcomes for patients. In FY24, we had consistent strong outcomes. Some highlights include:

- Catheter-acquired urinary tract infection (CAUTI) standardized infection ratio (SIR) of 6.23. We not only achieved our Jefferson improvement target, but we were also under the VBO threshold of .650. An amazing achievement by the Jefferson nurses!
- Our case managers and social workers exceeded our target goal for seven-day follow-ups for the fiscal year. This was a completely new inpatient workflow, and they accepted the challenge.
- We ended FY24 with a score of 80.7% in the patient experience section of communication with nurses. This is above the national mean.
- We also screened more than 85,000 patients for health-related social needs.

A few other key highlights in this past year:

We formally aligned ambulatory nursing, utilization management, case management and social work to Jefferson Health executive nursing. This has facilitated stronger inclusion of nurses and other clinicians in specialty areas, leading to professional governance, career advancement and professional development opportunities. In this process, we have formalized connection to our population health and finance teams to assure an integrated, collaborative approach to shared work. This has also provided a means to strengthen our impact through collective strategy and enhanced flexibility.

In May of this year, we launched our first system Nursing Professional Governance structure. In our system nursing strategy, we have emphasized nurse wellbeing.

Establishing intentional and staff-informed holistic health strategies is a key priority across the health system. This includes a focus on retention efforts, recognition programs and enhancing/expanding our Nursing Professional Governance structures across the system.

Other examples of wellbeing work include:

- Evolving and aligning our RN clinical advancement program across the system
- Launching Wellbeing and Workforce Councils at the system and regional/campus level to ensure nurses and staff determine meaningful interventions
- Aligning recognition programs such as the DAISY and BEE Awards across the system
- Completing a nurse leader wellbeing survey and working with our system nurse leader council to identify areas of focus:
 - ~ Trialing nurse leader professional development and wellbeing programs in the North region
 - ~ Providing professional development and enrichment sessions for all nurse leaders
 - ~ Prioritizing nurse wellbeing in our philanthropy strategy to hasten our holistic health work

We also sent out quarterly editions of Nursing Matters, our system-wide nursing e-newsletter, which features program and regional updates, key priorities along with spotlights of all the great work. Check out our FY24 editions here.

[August 2023](#) [November 2023](#) [January 2024](#) [March 2024](#) [June 2024](#)

In closing, there are so many ways that Jefferson nurses, along with the interprofessional teams, are contributing to our patients, families and surrounding communities. As you read the highlights of this annual report, I hope you will reflect on your personal impact.

Kate FitzPatrick, DNP, RN, ACNP, FAAN, NEA-BC

*EVP, Connelly Foundation Chief Nurse Executive Officer
Jefferson Health*

We worked with nurses at all levels to create our collective path forward...

Jefferson Health Integrated Nursing Strategy 2024-2025

1. IMPROVE QUALITY, SAFETY & HEALTH EQUITY OUTCOMES.

2. ACHIEVE SUSTAINABLE MARGIN TO INVEST IN OUR PEOPLE AND SERVICES.

3. ENHANCE THE CARE EXPERIENCE.

4. BUILD THE WORKFORCE FOR THE FUTURE.

5. OPTIMIZE OUR HEALTHCARE SITES. | 6. UNLOCK THE POTENTIAL BETWEEN THE HEALTH SYSTEM AND HEALTH PLANS.



OPTIMAL CARE & OUTCOMES

- Design care team of tomorrow
- Implement Jefferson Nurse Care Bundle
- Establish care model & workforce plan for ambulatory nursing

EFFICIENT CARE TRANSITIONS

- Build care transition/case management & UM model
- Optimize nurses role in patient throughput
- Integrate nurses from Jefferson Health Plans



RIGHT CARE TEAM. RIGHT LOCATION. RIGHT PATIENT.

- Harmonize flexible staffing program & practice standards
- Leverage technology to maximize resource utilization
- Launch Jefferson System Nursing Resource Management Center
- Support LVHN integration transition



COMPREHENSIVE NURSE WELLBEING/HOLISTIC HEALTH

- Embed comprehensive wellbeing retention & recognition programs
- Launch regional nurse staffing collaboratives

ELEVATE ENGAGEMENT & NURSE DECISION MAKING

- Refine advancement programs
- Relaunch Nursing Professional Governance – Regional & System



CREATE ROBUST TALENT STREAMS

- Optimize nursing recruitment
- Build effective, diverse talent streams
- Expand and evolve new to practice Capstone Program

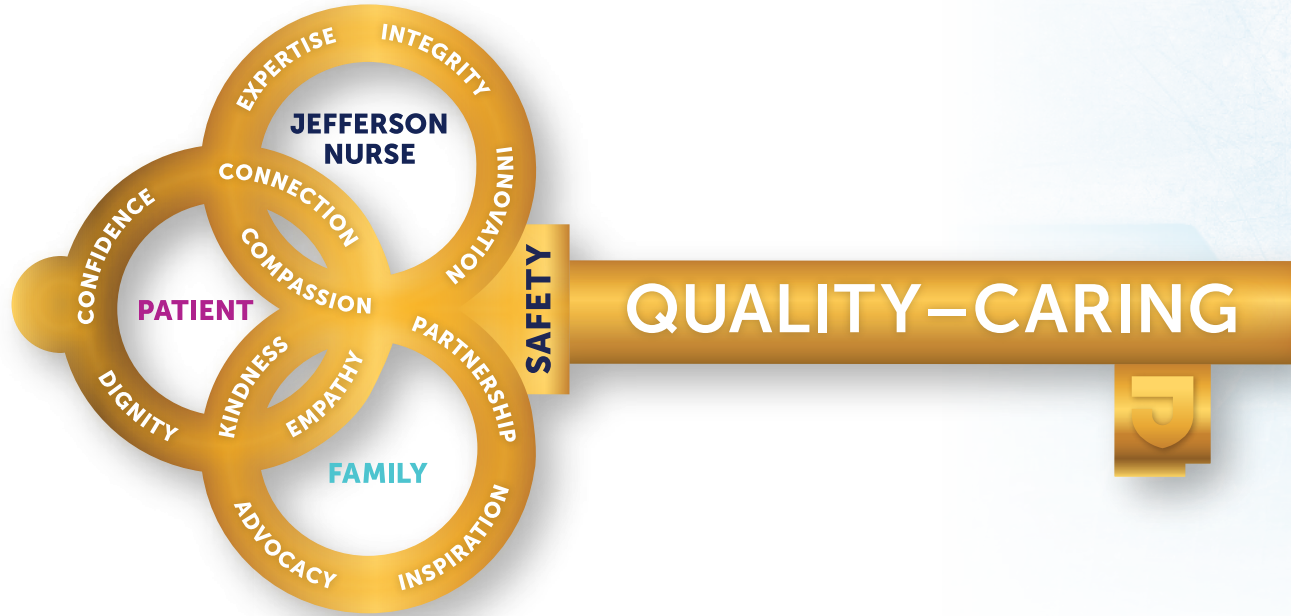
BUILD COMMUNITY PARTNERSHIPS

- Expand early education programs
- Build new relationships with early education schools

Current as of 3-20-24

TRANSFORMATIONAL LEADERSHIP | EXEMPLARY PROFESSIONAL PRACTICE | STRUCTURAL EMPOWERMENT | NEW KNOWLEDGE & INNOVATION

The Jefferson Nurse Professional Practice Model



And we grounded ourselves in who we are: The Jefferson Nurse.

The Jefferson Nurse Professional Practice Model (PPM) depicts how The Jefferson Nurse practices, collaborates, communicates and develops professionally. Dr. Joanne Duffy's Quality Caring Model (QCM) is the underpinning of the Jefferson nurses' practice and is the foundation of our PPM, which is aligned with the mission, vision and values of Jefferson Health and provides a framework for our nurses to serve as patient advocates, putting the patient and family at the center of our work.

Jefferson Health uses the key as the graphic representation for our PPM. The key, an everyday object, operates with a precise design and provides entry into locked areas, just as nurses provide insight into patient care. The key requires multiple parts to be effective in its purpose — these parts are used to represent the multiple dimensions of The Jefferson Nurse.

The head of the key represents the collaborative relationship that is fostered at Jefferson between the professional nurse and the patient/family. This relationship promotes an environment of trust and respect where each person contributes to and is an active member in the plan of care. The patient is the center of our practice.

The rings that make up the head reflect the attributes of The Jefferson Nurse:

- Expertise
- Confidence
- Kindness
- Integrity
- Connection
- Partnership
- Innovation
- Empathy
- Inspiration
- Compassion
- Dignity
- Advocacy

The shoulder of the key signifies the high priority of safety within the nursing practice. This is the stabilizing force ensuring we do no harm.

The blade of the key represents our care delivery model — the Quality Caring Model® developed by our nursing theorist, Joanne R. Duffy. This model focuses on relationships, professional development and self-care as a means to promote quality care.

The cut of the key represents that we are "One Jefferson Nurse," each of us embracing the mission, vision and values of Jefferson with every encounter.

This PPM is a reflection of each and every nurse at Jefferson. Our commitment to our patients, families and each other is second to none. Our strong focus on safety and quality care drives our outcomes. Nursing is the key!

Jefferson Health Nursing Professional Governance Journey

2021

System retreat with focus on expanding nursing professional governance
System structure drafted

2023

Held multiple system nursing retreats to design system nursing professional governance structure and alignment to the legacy divisions. During the re-design period, our system clinical practice and nursing leader councils continued to meet.

2021

2023

2022

2024

System structure launched
COVID impacted system governance effectiveness

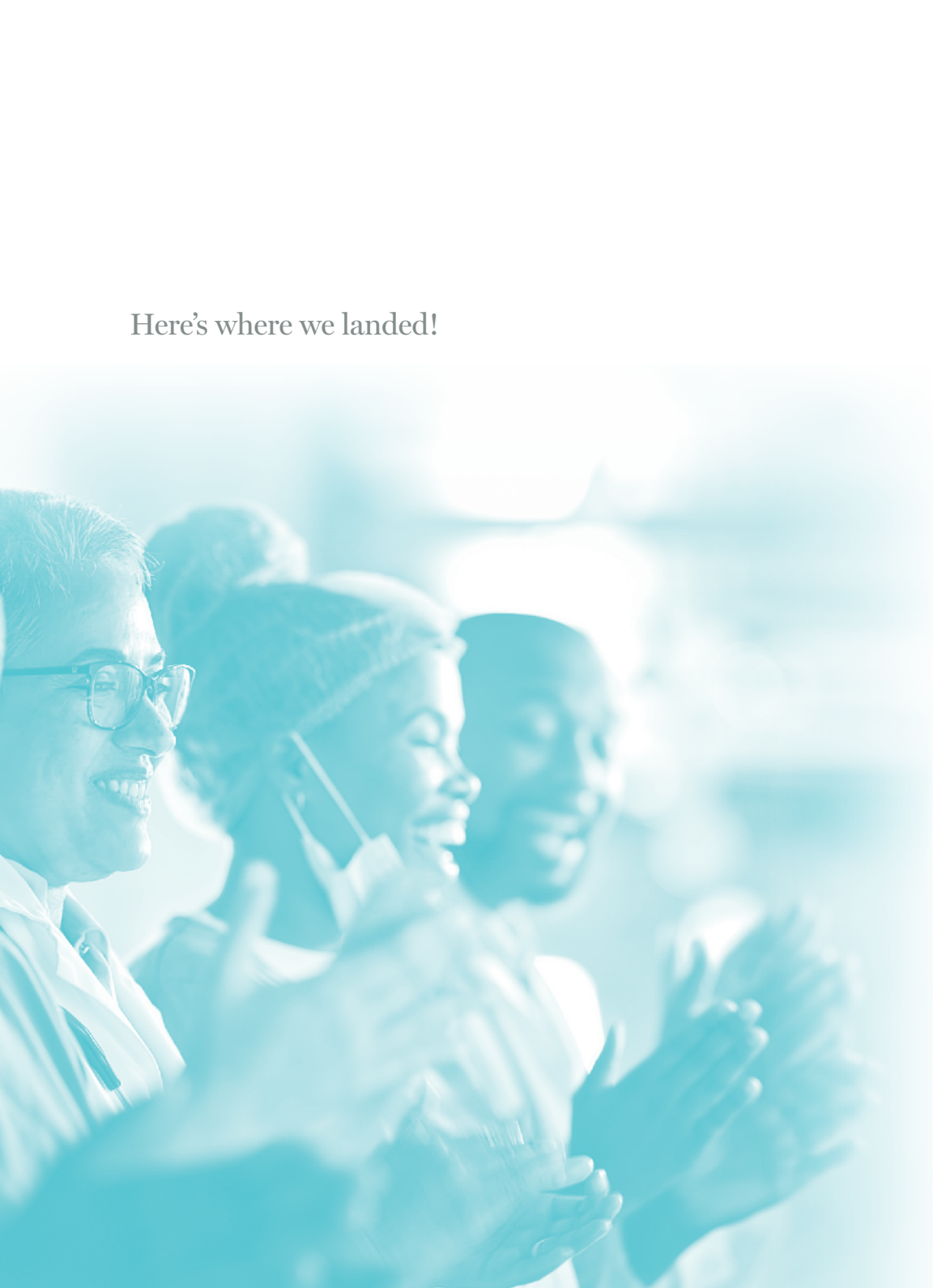
2022

OFFICIAL RE-LAUNCH!

May 2024

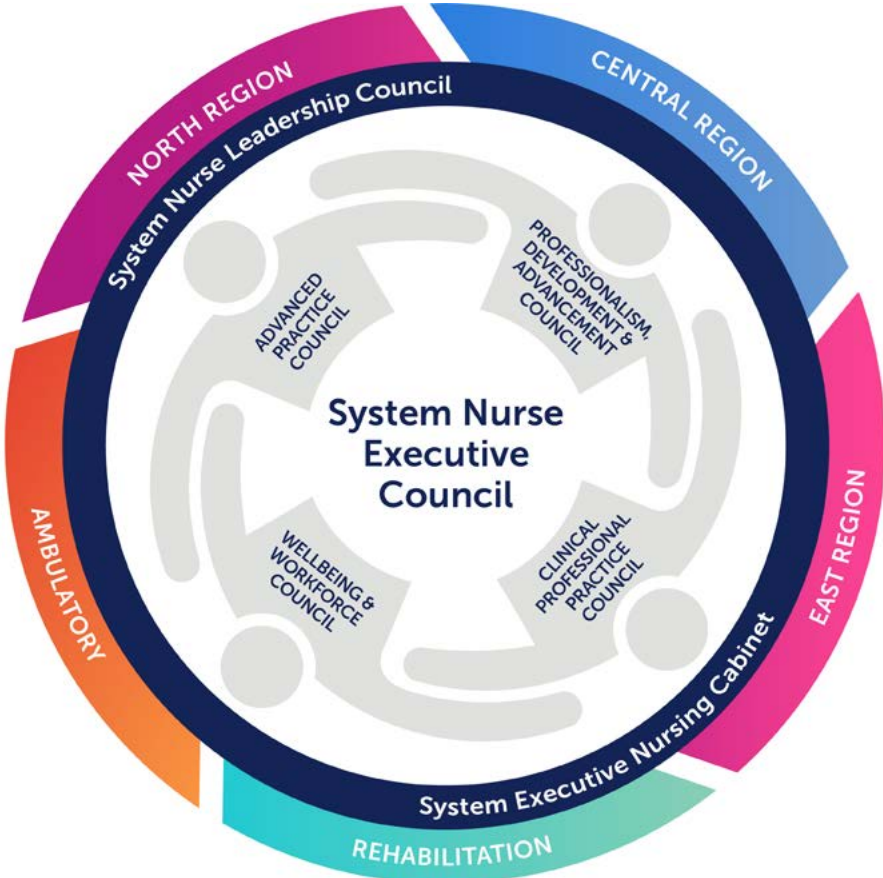
We set out to engage nurses across our system. Check out this quick video to learn more.





Here's where we landed!

Elevating Professional Voices and Aligning Decision-Making



Jefferson Health Nursing Professional Governance (NPG) is a system-wide decision-making structure that is integral and aligned to hospital and health system governance.

The primary goal of our NPG is to elevate the professional practice of nursing by engaging direct care clinical nurses in decision making that impacts practice, development, advancement, research, wellbeing programming, workforce improvements and advanced practice.

Nurses are experts in practice, processes and structures within the care environment and their voice and knowledge is critical in decision-making. A successful NPG looks like nurses making decisions that drive and improve our professional practice across the health system.

System NPG Councils

Council	Core Focus Areas
System Nurse Executive Council	<ul style="list-style-type: none"> • Monitors activity and outcomes • Determines task forces and levels of work • Shapes nursing strategic plan • Holds accountability of bylaws, elections, etc. • Aligns communications
System Clinical Professional Practice Council	<ul style="list-style-type: none"> • Quality & safety • Policy & procedure • Translation of evidence-based practice • Informatics related improvement
System Professionalism, Development and Advancement Council	<ul style="list-style-type: none"> • Onboarding • Clinical Nurse Ladder Program • Professional development activities • Peer review • Nurse residency • Research/Nurse Scientist Program • Community outreach • Professional image • Preceptor Program
System Wellbeing and Workforce Council	<ul style="list-style-type: none"> • Workplace safety • Staffing • Healthy work environments • Recruitment/retention • Recognition • Night shift

Inaugural Clinical Nurse Chairs of System Councils

Council Name	Chairs	Leadership Advisors
System Nurse Executive Council	Megan Gibson <i>(Central Region)</i>	Kate FitzPatrick
System Clinical Professional Practice Council	Chair: Bethany Stecher <i>(North Region)</i> Chair-Elect: Chevelle Randolph <i>(Central Region)</i>	Colleen Mallozzi Diane Juliano
System Professionalism, Development and Advancement Council	Colleen Stancavage <i>(East Region)</i>	Bob Kautzman Jen Bellot
System Advanced Practice Council	Danielle Trotter <i>(East Region)</i>	Janeen Duckworth
System Wellbeing and Workforce Council	Jessica Houser <i>(Central Region)</i>	Michelle Conley Daniel Hudson
System Nurse Leadership Council	Chair: Elizabeth (Beth) Cantz <i>(Central Region)</i> Chair-Elect: Valerie Tomasello <i>(North Region)</i>	Andrew Thum Marriann Mercado
Jefferson Health Executive Nurse Cabinet	Chair: Kate FitzPatrick; Co-Chair: Gina Marone, Co-Chair: Mary Beth Edger	

Connecting Professional Voices and Decision-Making... Across the System



Let's highlight several key areas of focus from our strategic plan.



Care Team of Tomorrow

Project Starlight: Reducing the RN Documentation Burden

In May of 2023, Nursing Informatics launched Project Starlight, focused on helping nurses to document at the speed of light. Previously, nurses were spending too much time documenting. There were also delays in documenting and too many alerts. Between March and May of 2023, Jefferson nurses spent 160 minutes documenting per shift compared to the average of 129 minutes spent among the top 25 Epic customers.

Project Starlight Outcome Focus

- Workflow Enhancements
 - ~ Workload assessments
 - ~ Prioritization of work
 - ~ More time for hands-on patient care
- Improved EHR Efficiency and Wellness
 - ~ Workflow optimization
 - ~ Improvement of routine documentation
 - ~ Increase in timely documentation
 - ~ Increase in nursing satisfaction
 - ~ Improvement in clarity of the patient story
- Advancing the Science of Nursing
 - ~ Promotes evidence-based practice
 - ~ Strengthens cognitive human/computer interaction
 - ~ Committed focus on quality, safety and regulatory compliance

It is evident that the implementation of efficiency tools is saving time. As of January 2024, Public Macros had saved nurses 829,120 clicks. Copy Forward, a feature that allows users to copy and update information from a previous note into a current note, has allowed nurses to save time documenting. New requirements and new tools for patients in Observation Patient Class support frequent focused assessments, reducing the documentation burden and giving nurses time back with their patients.

Personal Macros, which launched in early 2024, has offered nurses even greater customization and efficiency in their documentation processes.

Nursing Informatics remains dedicated to optimizing Epic and other technologies and establishing standards for sustained system efficiencies.



Virtual Care Program

Jefferson's inpatient Virtual Care Program is revolutionizing patient-centered care delivery by leveraging two-way audio-visual technology to better meet the needs of our patients and support our staff. Virtual care enables staff to monitor at-risk patients for safety, allows virtual nurses to connect with patients and reduce bedside nurse administrative tasks, supports provider and other care team member consultations and rounds and facilitates remote family visits.

Virtual care addresses healthcare workforce challenges, supports nursing staff and allows staff to provide high-quality patient care.



Nurses Leading Care Delivery Transformation

Skill Mix: Care Team Model for Tomorrow

Our goal is to strategically reshape the skill mix on our healthcare units, optimizing the balance of healthcare professionals to maintain the high quality of clinical care while enhancing the role of the entire care team. Through this transformation, we intend to achieve superior patient outcomes, enhance operational efficiency and create a more adaptable, patient-centered and cost-effective care delivery model. We believe this is imperative because we know the clinical practice environment is rapidly evolving, and the projection of nurses needed is significantly less than what is believed to be available.

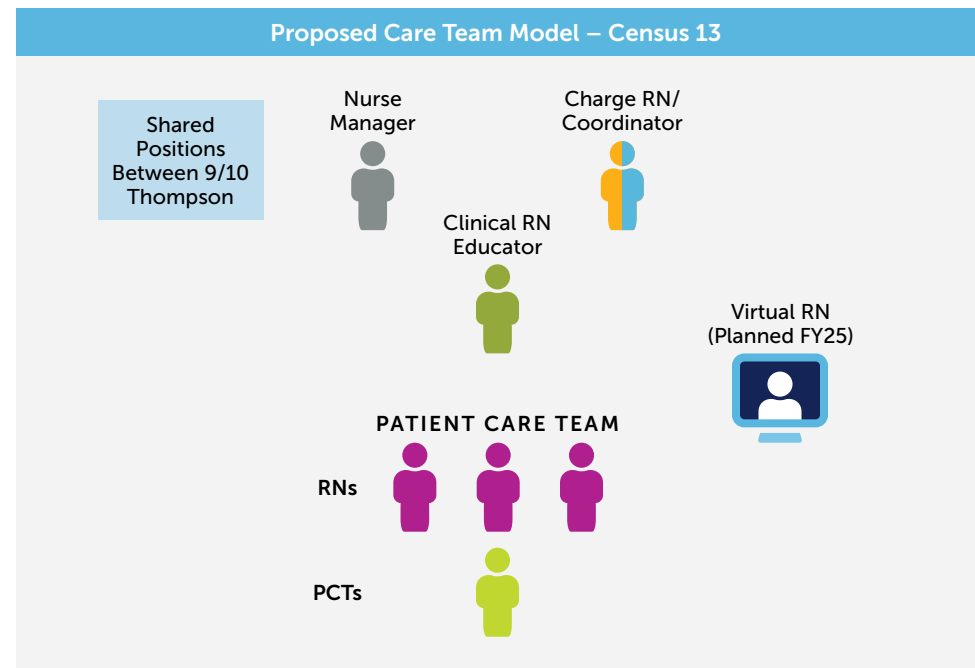
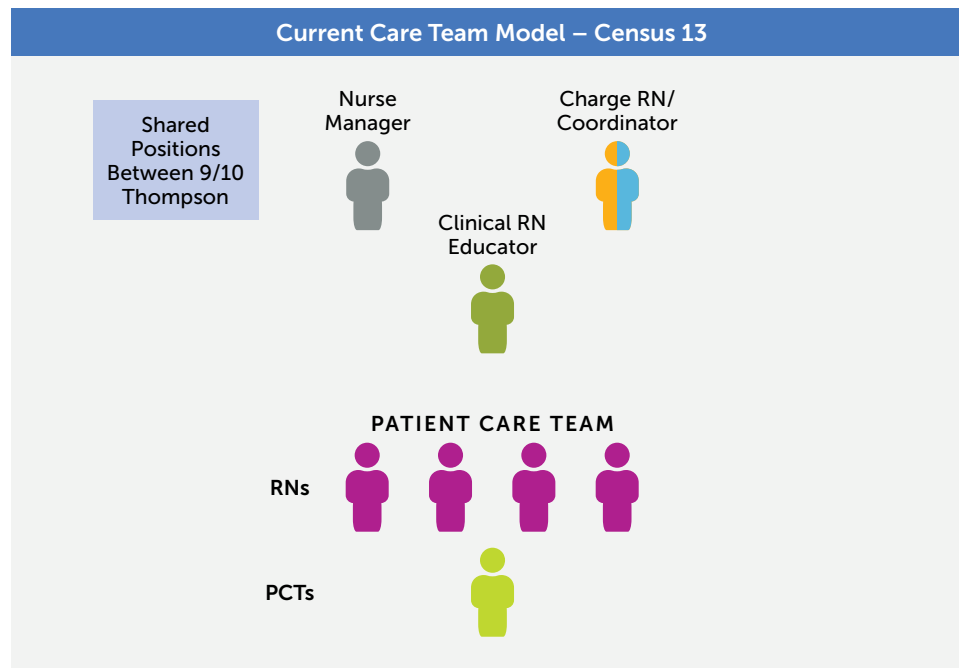
Through this care model redesign, our goal is to ensure that our clinical teams are both operating effectively at top of license and simultaneously improving wellness by

Another focus of the Care Team of Tomorrow is thinking about who provides care to our patients... and what work are they doing.

removing redundancies, waste and inefficiencies from workflows. To accomplish this work, we are organizing our efforts around three key priorities: using technology to enable care, strengthening the nursing care team model and elevating operational service redesign.

The ultimate goal is to establish future state care models that enhance wellness and are productive and strategically aligned with best practices to improve how we care for our patients. To do this, we must ensure that all clinical team members are practicing at the highest level of licensing and skill.

Planned Implementation FY25 – Central Region Proposal: Thomas Jefferson University Hospital, 9 Thompson



Jefferson Health Nursing & Jefferson College of Nursing Jefferson College of Nursing Capstone Program

Jefferson College of Nursing's (JCN) Capstone program is pivotal in producing top-tier nursing professionals and meeting Jefferson Health's staffing needs. In May 2024, the program provided 350 JCN graduates with 108 hours of immersive clinical experience, paired with seasoned RN preceptors, ensuring students gain a comprehensive understanding of clinical nursing.

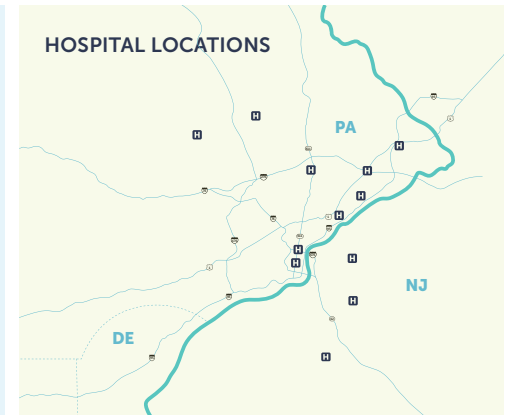
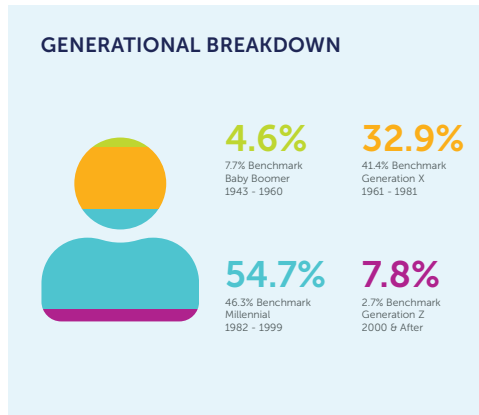
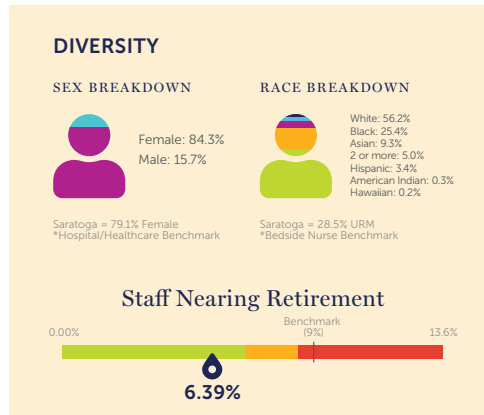
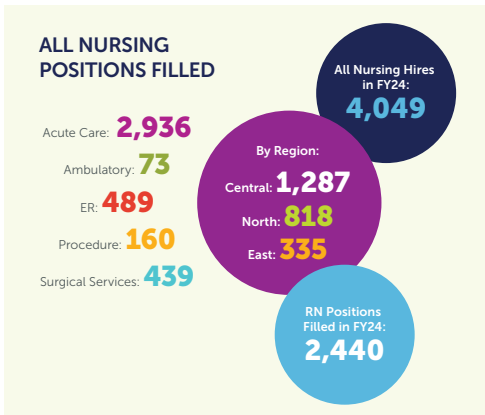
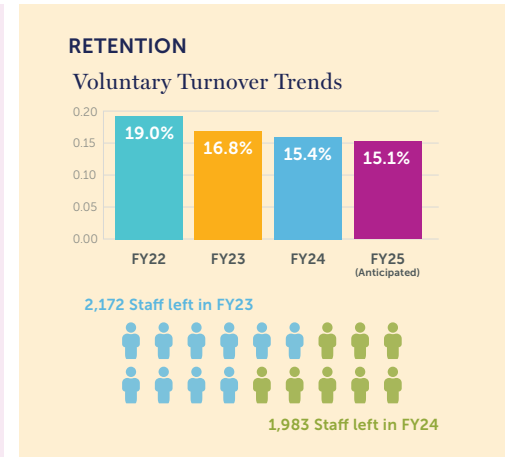
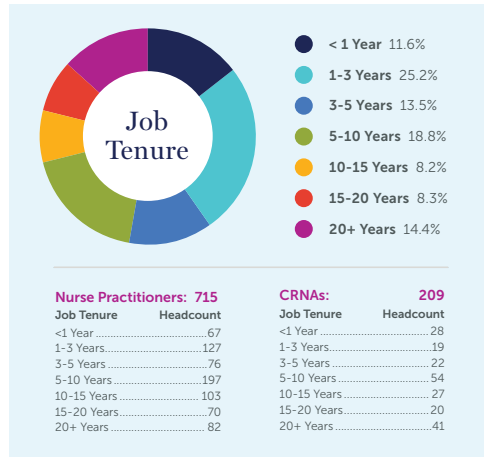
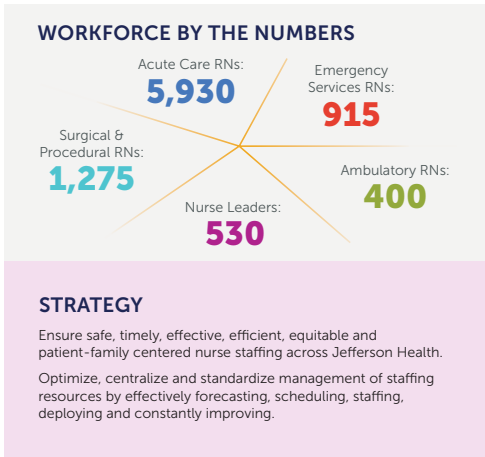
By refining existing skills and developing new competencies, the Capstone program prepares students to excel in their professional roles from day one. Notably, the program significantly boosts recruitment and retention, with over 50% of participants historically hired by Jefferson Health and many advancing within the organization. The JCN Capstone program is vital in equipping graduating nurses with the practical knowledge and skills needed for successful careers, while strengthening Jefferson's nursing workforce and fostering long-term institutional excellence.

Jefferson College of Nursing students select 1st, 2nd, 3rd choice of specialty for their final capstone clinical experience	Students are interviewed and offered new graduate positions at the same time as specialty capstone placement	Students are assimilated into the environment, knowing this is the location and team they will work with after graduation	At graduation, students transition into a new graduate RN role
Calendar Year	2022	2023	2024
New to Practice Nurses	800	600	701
JCN	252 (52% of 487)	217 (50% of 437)	119* (35% of 342)

*May 2024 grads YTD



Workforce ONE: Nursing by the Numbers



*All data displayed represents nursing staff across acute care, emergency services, surgical services, procedural and ambulatory care.



The Jefferson Nurse
9,600 strong

Regional Chapters

Central Region

Thomas Jefferson University Hospitals

A Message From the Campus Chief Nursing Officer



Dear Colleagues and Friends,

I am pleased to present the FY24 Annual Nursing Report for Thomas Jefferson University Hospitals. This report highlights our dedication to our core values and the high standard of care we provide. Our goal is to provide uncompromising care to our patients through excellent clinical practices and patient-focused care.

Our hospitals are Magnet-designated, a recognition of our commitment to nursing excellence. Magnet status is the highest honor a healthcare facility can receive for nursing quality. In 2023, we proudly earned our fourth Magnet re-designation, achieving four exemplars. In October 2023, I had the privilege of joining our nursing team in Chicago at the ANCC National Magnet Conference® to celebrate this milestone. This accomplishment reflects our nurses' dedication to creating a better care environment in collaboration with our interdisciplinary teams, ultimately improving outcomes for our patients and their families.

Our nurses face challenges head-on, positively shaping patients' lives every day. They collaborate with colleagues, patients and families to advance our mission of improving lives. By prioritizing patient care and

taking an innovative approach, they continually make a difference. We deeply value their hard work and the sacrifices they make.

Our Nursing Professional Governance Councils and unit-based councils promote a supportive and collaborative culture, encouraging clinical nurses to take charge of their practice. This year, the councils have focused on the bi-directional nursing feedback process, which plays a crucial role in enhancing nursing practices and patient care. Beyond their clinical roles, our team actively volunteers in the community, participates in professional organizations and shares research and knowledge widely.

Leading this group of strong, committed nurses is an honor. Their dedication to nursing excellence and compassionate patient care is inspiring.

Thank you,

A handwritten signature in blue ink that reads "Mary Beth Edger". The signature is fluid and cursive.

Mary Beth Edger DNP, MSN, MHA, RN, NEA-BC (*Retired*)

*Former SVP & Campus Chief Nursing Officer
Thomas Jefferson University Hospitals*

Central Region

Thomas Jefferson University Hospitals

Nurse Executive Council



The Thomas Jefferson University Hospitals' Nursing Professional Governance (NPG) Nurse Executive Council provides direction and serves as a link to the global councils. Led by the NPG global council chair, with membership from the clinical global council nurse co-chairs and support from key stakeholders at Thomas Jefferson University Hospitals, the council guides and coordinates efforts across all councils. It also ensures clear communication between bedside nurses and the councils. In FY24, the council achieved several milestones that reflect our commitment to nursing.

Key Highlights of FY24:

- **Fourth Magnet Redesignation:**
Thomas Jefferson University Hospitals achieved its fourth Magnet recognition, affirming our commitment to nursing. This milestone was celebrated at the ANCC National Magnet Conference® in Chicago, with 23 nurses representing our hospitals among 13,000 nurses worldwide.
- **NPG Request for Action Form:**
To empower clinical nurses, the NPG introduced the Request for Action Form, accessible via an app. This form allows nurses to submit ideas, questions and recommendations directly to the NPG, leading to nurse-driven improvements and interventions. The tool has expanded direct care provider input in driving organizational changes.

- **Nursing Recognition and Celebrations:**
During Nurses Week, we celebrated with the theme "Thomas Jefferson University Hospitals Nursing Through the Decades," aligning with Jefferson Health's bicentennial. The annual Quality Caring Award, unit-based recognitions, Daisy Awards, and regional and national honors recognized the efforts of individual nurses and our nursing teams.
- **Nursing Ancillary Staff Recognition:**
The BEE Award program was launched to recognize the contributions of ancillary staff, alongside the Quality Caring Ancillary Award during Nurses Week. These awards emphasized the important roles all team members play in delivering high-quality care.
- **Partnership With Nurse and Hospital Leaders for Rounding:**
NPG Council members, together with nurse and hospital leaders, started on-site rounding to clinical units. This initiative improved visibility, strengthened communication and built collaboration with direct care providers, resulting in better staff engagement.

Looking ahead to FY25, we plan to expand the use of the NPG Request for Action Form to support more nurse-led initiatives that enhance patient care and nursing practice.

Megan Gibson BSN, RNC-NIC

*Clinical Nurse, Thomas Jefferson University Hospital Intensive Care Nursery
Nurse Executive Council Chair*

Central Region

Thomas Jefferson University Hospitals

Nursing Wellbeing and Workforce Council



The Nurse Wellbeing and Workforce Council at Thomas Jefferson University Hospitals is focused on advancing wellness and recognition and promoting healthy work environments. Throughout FY24, the council led several key initiatives that supported nurse wellbeing, encouraged peer connections and promoted professional life balance.

Key Milestones of FY24:

- **Healthy Work Environments:**
The council aligned its initiatives with the American Association of Critical-Care Nurses (AACN) Healthy Work Environment framework, focusing on these areas:
 - ~ **Skilled Communication and Managing Compassion Fatigue:** Organized workshops to address burnout and compassion fatigue. Self-care sessions and peer discussions provided valuable support or managing caregiving challenges.
 - ~ **Appropriate Staffing and Safety:** Engaged with the Staffing and Retention Committee, led wellness challenges and provided ergonomic training focused on injury prevention and maintaining physical health.
 - ~ **Authentic Leadership and Ethical Decision Making:** Arranged a panel discussion with senior leaders on challenges in nursing. Ethics committee members facilitated discussions on ethical issues within the practice of nursing.
- **Mental and Emotional Wellbeing:**
Supported team mental health by addressing stress, anxiety and depression through mindfulness sessions and peer support groups. Nurses were given access to available counseling and resources to manage stress.

- **Recognition and Appreciation:**
Honored nurses through various events, including the DAISY and BEE Awards. Shared success stories with the "Recognition Toolbox" to enable recognition across units and care areas.
- **Noise Reduction Campaign:**
Partnered with the Patient Experience team to launch the Quiet Heals campaign, which aimed to create a quieter and more calming atmosphere within the hospital.
- **Workplace Safety:**
Expanded safety efforts by implementing additional security measures and improving workplace conditions based on feedback from staff.
- **Nurses Week 2024:**
Celebrated with the theme "Thomas Jefferson University Hospitals Nursing Through the Decades," in line with Jefferson Health's bicentennial. The event included meals, an award ceremony recognizing excellence in nursing, and recognition for both nurses and ancillary staff.

In FY25, the Nurse Wellbeing and Workforce Council will continue to focus on advancing wellness and recognition and promoting a healthy work environment for the nursing community at Thomas Jefferson University Hospitals.

Grace Smalley, BSN, RN, CCRN

Grace Smalley, BSN, RN, CCRN

*Clinical Nurse, Thomas Jefferson University Hospital SICU
Nurse Wellbeing and Workforce Council Chair*

Central Region

Thomas Jefferson University Hospitals

Nursing Professionalism, Development and Advancement Council



The Professionalism, Development and Advancement Council at Thomas Jefferson University Hospitals is dedicated to advancing the professional practice of our nurses. Through regular meetings, the council focuses on enhancing nursing practice by addressing education, evidence-based practice, certification, research and career advancement.

Key Milestones of FY24:

- **Medical Product Education:**
The council supported the rollout of the Baxter IV pump upgrade by providing education during meetings to prepare nurses for implementation. This effort helped ensure a smooth transition and improved patient safety.
- **Career Development:**
The council provided regular updates on career development opportunities, encouraging participation in the Clinical Nurse Ladder Program (CNLP), a five-tier system aligned with Magnet standards. Since its launch in 2022, 743 nurses have participated, with most advancing to levels 2 or 3.
- **Research and Evidence-Based Practice Projects:**
The group established the Nursing Research Committee to strengthen research efforts across the hospital. The committee aims to create a central repository for nursing research and evidence-based practice (EBP) projects, encouraging a culture of inquiry and continuous improvement.

- **Volunteer Opportunities and Community Outreach:**
The council identified and promoted volunteer opportunities for nurses in the Philadelphia metro area, encouraging community involvement, which supports the professional and personal growth of our nursing staff.
- **IV Pump Integration:**
The council assisted in preparing staff for the EPIC-Baxter Pump integration by keeping nurses well informed and knowledgeable about how to manage the new system, improving workflow efficiency and patient care.
- **Nurse Certification Drive and Recognition:**
The council actively promoted nurse specialty certifications, emphasizing professional development. Certified nurses were recognized on Specialty Certification Day with giveaways and acknowledgment on hospital-approved social media platforms, inspiring others to pursue certification.

The Professionalism, Development, and Advancement Council will continue to promote education, research and evidence-based practice to improve patient care and outcomes across Thomas Jefferson University Hospitals.

Michael Murawski, BSN, RN, CCRN

*Coordinator Patient Care Services, Thomas Jefferson University Hospital NICU
Professionalism, Development and Advancement Council Chair*

Central Region

Thomas Jefferson University Hospitals

Nursing Clinical Professional Practice Council



The Clinical Professional Practice Council at Thomas Jefferson University Hospitals plays a key role in advancing the practice of nursing. The council focuses on improving nurse-sensitive indicators, patient safety and clinical informatics through evidence-based initiatives. During monthly meetings, informed by reports from various interdisciplinary committees, clinical nurses share insights on projects and initiatives and provide feedback on new quality and safety processes.

Key Collaborations and Improvements in FY24:

- **HAPI Prevention:**
The hospital-acquired pressure injury (HAPI) committee introduced weekly unit-based rounding with Wound, Ostomy, and Continence Nurses (WOCN), enhancing wound prevention efforts and improving documentation practices.
- **CLABSI Reduction:**
The central line-associated bloodstream infections (CLABSI) committee revitalized the CLABSI champion role, enabling clinical nurses to conduct bedside audits and provide real-time education, and leading to a reduction in infections.
- **CAUTI Prevention:**
The catheter-associated urinary tract infections (CAUTI) committee implemented twice-daily rounds to reassess urinary catheter needs, helping to reduce infections by promoting timely and appropriate catheter use.

- **Workplace Violence Prevention:**
The Workplace Violence committee reported that a new security role was established to reduce the burden on nursing staff in managing visitors. The committee also worked on improving communication between nursing and security teams. Additionally, a weapons detection system was introduced at the Center City campuses and later expanded to the JMH campus, enhancing safety.
- **Informatics Improvements:**
The Informatics committee introduced initiatives to reduce the documentation burden for nurses, including copy-forward functionality, dedicated observation charting and macros, improving clinical documentation efficiency.

The Clinical Professional Practice Council remains committed to providing a platform for clinical nurses to voice concerns and collaborate on quality and safety improvements. By collaborating closely with interdisciplinary committees and other interprofessional teams, the council will continue to equip nurses with the tools and resources needed to enhance patient care and safety across Thomas Jefferson University Hospitals.

Adam Pizzo, BSN, RN
Clinical Nurse, TJUH MICU
Clinical Professional Practice Council Chair

Central Region

Jefferson Einstein Philadelphia Hospital

A Message From the Campus Chief Nursing Officer



It is my privilege to present the FY24 Jefferson Einstein Hospital Philadelphia Nursing Annual Report. The exceptional dedication and commitment of our nursing teams to delivering high-quality patient care, along with our ongoing work to integrate into Jefferson, continues to guide our vision for the future.

A key focus in 2023-2024 was the stabilization of the nursing force by hiring over 300+ full-time RNs. Numerous initiatives contributed to the hiring process, such as the nursing sprint – which expedited the recruitment process – along with retention events, our partnership with Jefferson College of Nursing, unit tours led by staff, increased numbers of externs and the addition of Jefferson Capstones students. Jefferson Einstein Philadelphia Hospital RNs especially played a key role as part of this success with precepting our new nurse hires. Fortunately, retention rates remain strong, which has been supported through our collaboration to foster a sense of belonging and address key needs through open communication channels.

We also focused on the top priority of safety in the practice environment. This year, we rolled out Strongline duress alert badges, expanded the Workplace Violence Committee to ensure we have more front-line staff members and feedback, added a visitor pass system and – that are still

in progress. I look forward to our continued collaboration and efforts to enhance safety.

Another important step this year is the submission of our Magnet document to begin the process for our second Magnet designation. This is a long, rigorous process and I look forward to hearing back from the ANCC and preparing for a site survey in late fall or early in the new year. Stay tuned!

Finally, as we look ahead to FY25, I am excited about the opportunities and challenges that await us. As we navigate the ever-evolving healthcare landscape and the impact on our profession, it is crucial we remain adaptable and give each other grace. I want to extend my gratitude and congratulations to each member of our nursing team for their contributions to advancing nursing excellence. Together, we will continue to make a positive impact on each other and on the communities we serve.

Gina Marone, DNP, RN, NEA-BC

*Campus Chief Nursing Officer & VP of Healthcare Services
Jefferson Einstein Philadelphia Hospital*

Central Region

Jefferson Einstein Philadelphia Hospital

Nurse Executive Council



Dear Colleagues,

My name is Veronica Miller, BSN, RN, and I am a clinical nurse on Tower 4 at Jefferson Einstein Philadelphia Hospital.

I'm honored to serve as Chairperson of the Network Nursing Council, and I am so very proud to be a part of our compassionate and empowered nursing team. When I think about an essential principle in quality patient care, compassion springs to mind. Compassion is a critical element of Joanne Duffy's eight caring behaviors, which are the foundation of the Jefferson Nursing Professional Practice Model. The caring behaviors we practice with our patients, their families and one another are not just gestures, they are powerful tools that promote healing, reduce stress, and foster relationship-building and communication.

I have seen firsthand how compassion and empathy can impact patients and their families. I have seen patients who are scared and uncertain find comfort in the knowledge that caring nurses surround them. Your compassion and empathy are not only important for our patients, they are also important for our own wellbeing. When we can connect with our patients on a human level, it helps us to cope with the stress of our week. It also helps us to find meaning and purpose in our work.

In closing, I want to express my heartfelt gratitude to each and every one of you for your unwavering dedication and compassion. Your commitment to our patients and to each other is truly inspiring.

Veronica Miller, BSN, RN

*Chairperson, Network Nursing Council
Jefferson Einstein Philadelphia Hospital*

Central Region

Jefferson Einstein Philadelphia Hospital

Nursing Wellbeing and Workforce Council

The Nurse Wellbeing and Workforce Council at Jefferson Einstein Philadelphia Hospital is focused on advancing wellness and recognition and promoting healthy work environments. Throughout FY24, nursing led several key initiatives that supported nurse wellbeing, encouraged peer connections, and promoted professional life balance.

Key Milestones of FY24:

- **Healthy Work Environments:**
Aligned initiatives with the American Association of Critical-Care Nurses (AACN) Healthy Work Environment framework, focusing on:
 - ~ **Skilled Communication and Managing Compassion Fatigue:** Organized resources to address burnout and compassion fatigue. Self-care sessions and peer discussions provided valuable support for managing caregiving challenges.
 - ~ **Appropriate Staffing and Safety:** Engaged with Staffing and Retention; led wellness challenges and provided ergonomic training focused on injury prevention and maintaining physical health.
 - ~ **Authentic Leadership and Ethical Decision-Making:** Arranged a panel discussion with senior leaders on challenges in nursing. Ethics committee members facilitated discussions on ethical issues within the practice of nursing.
- **Mental and Emotional Wellbeing:**
Supported mental health by addressing stress, anxiety and depression through mindfulness sessions and peer support groups. Nurses were given access to available counseling and resources to manage stress.
- **Recognition and Appreciation:**
Honored nurses through various events, including the DAISY and BEE Awards. The Magnet® Nurse Recognition Awards also honor nurses who provide bedside patient care and whose contributions exemplify excellence. These awards, created by the AEMC Medical Staff board, support the organization's strategic priorities by awarding monetary prizes to three nurses who demonstrate exceptional professional practice related to one of the five Magnet Model components. Each winner's information is shared internally and on social media platforms.
- **Workplace Safety:**
Expanded safety efforts by implementing additional security measures and improving workplace conditions based on feedback from staff.
- **Nurses Week 2024:**
We celebrated with a theme related to Jefferson Health's bicentennial. The event included food, an award ceremony recognizing excellence in nursing, and recognition for nurses and ancillary staff.

In FY25, the Nurse Wellbeing and Workforce Council will continue to focus on advancing wellness and recognition and promoting a healthy work environment for our nursing community.



Central Region

Jefferson Einstein Philadelphia Hospital

Nursing Professionalism, Development and Advancement Council

The Professionalism, Development and Advancement Council at Jefferson Einstein Philadelphia Hospital is dedicated to advancing the professional practice of our nurses. We do this through regular meetings that address education, evidence-based practice, certification, research and career advancement.

Key Milestones of FY24:

- **Nurse Residency Program:**
Our Nurse Residency Program (NRP) is designed to provide a robust, evidence-based curriculum that supports nursing graduates transitioning from advanced learners to competent leaders at the bedside. The program offers support that is imperative for successful personal and professional development. In FY24, Nurse Residency completed 14 evidence-based practice (EBP) initiatives. The NRP received its initial CCNE accreditation in FY24.
- **Nursing Excellence Portfolio:**
After the first year of employment, RNs can demonstrate their nursing excellence by developing a portfolio in one of three categories: Clinical Practice Excellence, Educational Excellence, and/or Leadership. The clinical nurse can receive a monetary bonus in each category. Clinical nurses are active in the RN Excellence committee, championing and mentoring other clinical nurses to create successful portfolios and reviewing and approving portfolios and monetary bonuses.

- **Research and Evidence-Based Practice Projects:**
The group established the Nursing Research Committee to strengthen research efforts across the hospital. The committee aims to create a central repository for nursing research and EBP projects, encouraging a culture of inquiry and continuous improvement.
- **Volunteer Opportunities and Community Outreach:**
The council identified and promoted volunteer opportunities for nurses in the Philadelphia metro area, encouraging community involvement, which supports our nursing staff's professional and personal growth.
- **Nurse Certification Drive and Recognition:**
We actively promoted nurse specialty certifications, emphasizing professional development. On Specialty Certification Day, certified nurses were recognized with a breakfast and a guest speaker. Also, Jefferson Einstein Philadelphia Hospital has an established certification incentive program that inspires others to pursue certification.

The Professionalism, Development and Advancement Council will continue to promote education, research and evidence-based practice to improve patient care and outcomes across Jefferson Einstein Philadelphia Hospital.



Central Region

Jefferson Einstein Philadelphia Hospital

Nursing Clinical Professional Practice Council

The Clinical Professional Practice Council Jefferson Einstein Philadelphia Hospital believes in advancing the practice of nursing. Through evidence-based initiatives, the council focuses on improving nurse-sensitive indicators, patient safety and clinical informatics. During monthly meetings, informed by reports from various interdisciplinary committees, clinical nurses share insights on projects and initiatives and provide feedback on new quality and safety processes.

Key Collaborations and Improvements in FY24:

- **HAPI Prevention:**
The hospital-acquired pressure injury (HAPI) committee continued unit-based rounding with Wound, Ostomy, and Continence Nurses (WOCN), enhancing wound prevention efforts and improving documentation practices.
- **CLABSI Prevention:**
The central line-associated bloodstream infections (CLABSI) committee focused on the CLABSI champion role, enabling clinical nurses to conduct bedside audits and provide real-time education to support the reduction in infections.
- **CAUTI Prevention:**
The catheter-associated urinary tract infections (CAUTI) committee continued rounds to reassess urinary catheter needs, helping to reduce infections by promoting timely and appropriate catheter use.
- **Workplace Violence Prevention:**
The Workplace Violence committee worked on improving communication between nursing and security teams. JEPH continued MOAB training, increased officer rounding and introduced Strongline. A weapons detection system will also be introduced at Jefferson Einstein Philadelphia Hospital in FY25.

- **Informatics Improvements:**

The Informatics committee introduced initiatives to reduce nurses' documentation burden, improving clinical documentation efficiency.

We remain committed to providing a platform for clinical nurses to voice concerns and collaborate on quality and safety improvements. By collaborating closely with interdisciplinary committees and other interprofessional teams, we will continue to equip nurses with the tools and resources they need to enhance patient care and safety across Jefferson Einstein Philadelphia Hospital.

East Region

A Message From the Regional Chief Nursing Officer



As your Regional Chief Nursing Officer, I am delighted to present the FY24 Annual Nursing Report for Jefferson Health – East Region. This report provides a comprehensive overview of our collective achievements and gives insights into our operational performance. I want to personally extend my sincere gratitude to each of you who live our mission and values daily to show our community what it takes to be “The Jefferson Nurse.”

Reflecting on the accomplishments of FY24, we can take pride in the dedication, compassion and clinical expertise demonstrated by our nursing team. Together, we have achieved significant milestones in enhancing patient care, stabilizing the workforce and impacting our community through volunteerism and outreach. One of our most notable achievements in FY24 was achieving our second Magnet® designation, which included three exemplars for Outstanding Performance. The prestigious title Magnet organization is validation that the shared governance model we use ensures our subject matter experts (clinical bedside staff) have input into their clinical practice, ensuring best patient outcomes.

Throughout this report, you will find information about our performance that underscores our commitment to delivering high-quality care while embracing continuous improvement and innovation. I would also like

to mention that in 2023, we celebrated a total of 15 DAISY winners (including individual winners and a team winner), 16 BEE winners and C5 at Cherry Hill was also recognized with an AMSN PRISM award. In 2023, we also had over a dozen nursing departments volunteer for nonprofit organizations such as Cathedral Kitchen, Unforgotten Haven and Philabundance.

Looking ahead, I am excited about the opportunities before us. We will remain steadfast in our commitment to advancing the practice of nursing, promoting professional development and embracing new technologies that empower us to deliver the highest quality care to patients. We will also work to provide staff with the most supportive and healthy working environment possible.

Again, thank you for your ongoing commitment to being The Jefferson Nurse. I invite you to explore this annual report and join me in celebrating our achievements and embracing the journey ahead.

Regards,

Diane Juliano, DNP, MBA, RN, NEA-BC, FACHE
Regional Chief Nursing Officer

East Region

Nurse Executive Council



Chaired by Matthew DiPiero, BSN, RN, CGRN, Jefferson Health – East Region NPG was busy in FY24 preparing for change to the system/ regional model. Our Coordinating Council has changed its name to the Executive Nurse Council but still functions as a facilitating coordinating body of all unit and core councils in New Jersey. The council supports a communication and decision-making structure that starts with the bedside nurse and includes nurses at all levels in collaboration and consensus-building. Some of the past years' highlights include:

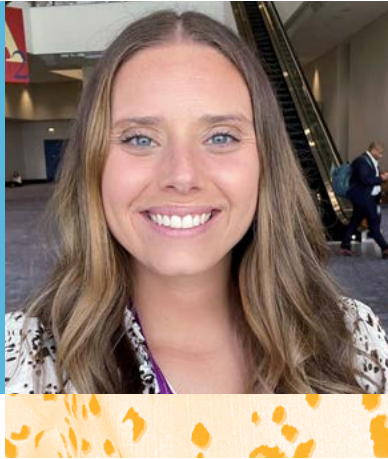
- Approved 117 RNs and 65 techs for progression in the Clinical Advancement Program
- Designed new Peer Feedback form for professional evaluations
- Approved of all Unit and Core Council Annual Reports
- Volunteered to work during Nurses' Week Events
- Approved the NPG bylaws
- Selected Campus Quality Caring Award winners

A handwritten signature in blue ink that reads "Matt DiPiero". The signature is fluid and cursive.

Matthew DiPiero, BSN, RN, CGRN
Chair, Regional Nurse Executive Council
Jefferson Health – East Region

East Region

Nursing Wellbeing and Workforce Council



The Nursing Workforce, Environment and Staffing Council (NWESC) is a New Jersey state initiative started by the Organization of Nurse Leaders and endorsed by the state government. Jefferson Health – East Region (at the time, Kennedy University Hospital) was one of the original pilot sites for NWESC in 2017. NWESC exists as the Nursing Wellbeing Council for Jefferson Health – East Region. Clinical Nurse Julia Magyar and CNO Diane Juliano co-lead this council in keeping with the state approved design. In the past year, some of the accomplishments of this council include:

- Creation of the New Nurse Network (NNN) for nurses who have graduated from the Vizient Residency
- Creation of a nurse recognition toolkit and newsletter for nurses to easily locate options to recognize their fellow nurses
- Publication of the quarterly Magnetic News newsletter which highlights the accomplishments of Jefferson East nurses

Julia Magyar, BSN, RN, CMSRN, PCCN

*Co-Chair, Regional Nursing Wellbeing and Workforce Council
Jefferson Health – East Region*



Magnet® Re-designation

On June 14, 2023, a representative from the American Nurses Credentialing Center's (ANCC) Commission on Magnet Executive Committee announced their unanimous vote to redesignate Jefferson Health – New Jersey as a Magnet® organization.

This marked the second Magnet designation for our hospitals in Cherry Hill, Stratford and Washington Township – as well as our Sidney Kimmel Cancer Center and Surgery Center in Washington Township. In 2018, these sites were the first in Camden and Gloucester counties to receive the “Gold Standard” for nursing excellence.

The highest honor ANCC awards, only approximately 600 hospitals worldwide – and less than 10% of hospitals in the country – have achieved Magnet status. Maintaining this recognition reaffirms our organization as among the most advanced and exceptional in the U.S.

ANCC highlighted three “exemplars” about our organization’s work to reduce:

- Central Line-Associated Bloodstream Infections (CLABSIs)
- Catheter-Associated Urinary Tract Infections (CAUTIs)
- Surgical errors in the ambulatory setting

Exemplars are achievements considered rare even among Magnet organizations, and those the ANCC wants to see in all hospitals. All three of our exemplars are about keeping patients safe. Amid the pandemic’s darkest days, we kept patients safe by having very low infection rates in Surgical Services and our units. This is a testament to all of us – our commitment to excellence and to providing high-quality, compassionate care.

Our Magnet redesignation was a rigorous and multi-year journey that required hard work from nursing leaders and clinical staff. In August 2022, we submitted documentation to the ANCC, whose appraisers visited in April to verify, clarify and amplify what we wrote in the documents. The combined efforts from hundreds of nursing staff, executives, ancillary support personnel, and more made the rigorous four-day appraisal visit successful.

East Region

Nursing Professionalism, Development and Advancement Council

The Professionalism, Development and Advancement Council works to develop innovative professional strategies and to collaborate and support unit-based education that promotes nursing growth. In 2023, they supported the start of the RQI-based CPR education program as well as the Baxter IV pump implementation. The council also took part in the clinical advancement program portfolio review and evaluation. They are currently making plans for certification fairs as well as planning “road shows” to support staff education on key policies.

Nursing Clinical Professional Practice Council

The Clinical Professional Practice Council oversees the majority of policies at Jefferson Health – East Region. This year they finalized over 20 policy updates, ensuring they contained best practices. As a sub-group, our Falls Council developed a new algorithm for decreasing fall prevention refusal by patients, initiated a monthly safety call to review falls, and revised and published a new debriefing tool. Another sub-group, Dermal Defense, created and rolled out a new Pressure Injury prevention bundle. Suicide Prevention is a new sub-group with the goal of increasing mental health awareness; they sponsored events during Mental Health month and also participated in suicide awareness events.

Nursing Evidence Based Project: Using the “Ask Me Three” Tool to Decrease COPD Readmission Rates

Hannah Schwartzmann BSN, RN

Gabrielle Smyser BSN, RN

Jacqueline Rup, RN

A common contributing factor of readmission to an inpatient hospital is misunderstanding of medication instructions. Polypharmacy can be a contributing factor to readmission as well. Having a myriad of different medications, all with different instructional use and side effects, can lead to individuals not taking their medications appropriately – to the point where they may end up in the hospital. As healthcare professionals, it is our job to properly educate and work with patients to help them establish an effective medication routine that they can understand and apply at home. This requires a multidisciplinary approach to include nurses, doctors, pharmacists, as well as the patient.

“Ask Me Three” is an IHI trademarked tool that literature has shown to improve understanding of patient education. It helps patients focus on understanding:

- “What is my main problem?”
- “What do I need to do?”
- “Why is it important for me to do this?”

This project involved placing the “Ask Me Three” educational tool into the admission folder that all COPD patients receive when admitted to the unit. When nurses perform admission education, it easily becomes a part of the admission process, and every nurse can discuss these three questions with the patient. By using the “Ask Me Three” educational tool with patients as soon as they are admitted to the unit, patients will be able to begin education as soon as admission. The tool will then be utilized during discharge teaching to re-emphasize existing and new medications for these patients.

The outcome measured was 30-day readmission rates for patients with primary diagnosis of COPD. Prior to the intervention, the readmission rate for these patients was 28%. For the time period using the tool, the readmission rate fell to 16.67%. This provided a positive answer to the PICOT question:

“In hospitalized adult patients diagnosed with COPD, does using the ‘Ask Me Three’ educational tool during hospitalization and discharge reduce readmission rates?”

North Region

A Message From the Regional Chief Nursing Officer



Dear Colleagues and Friends,

I am very proud to share with you a small sampling of the accomplishments of our nursing team this past year. We have collectively accomplished much and have so much to celebrate. The complexity and importance of our nurses' work is truly astounding and is never lost on me. That said, I am continually amazed at the profound impact your work has on the lives of the patients and families you touch. Never lose sight that as a nurse, you touch lives in a most profound and sacred way with every single shift you work. We will continue to advance our nursing practice to support the wellbeing of our nurses, ensure positive outcomes for our patients and care for each other and the patients and families we work beside.

North Region nursing highlights from the past year include:

- All six of our hospitals have achieved continued decreases in turnover and vacancy and are below the national benchmark
- Jefferson Lansdale Hospital achieved ANCC Pathway to Excellence redesignation for the third time
- Jefferson Frankford Hospital achieved ANCC Pathway to Excellence designation for the first time
- Jefferson Bucks Hospital achieved ANCC Pathway to Excellence designation for the first time
- Jefferson Abington, Montgomery and Torresdale Hospitals are at various stages of their ANCC nursing designations journeys.
- More than 50 nursing staff, support staff, leaders and teams have been honored with DAISY and BEE Awards
- Our Nursing Professional Governance Structure has evolved into a regional structure to focus on improved consistency and achievement in all areas of nursing practice

- We centralized our Nursing Resource Team to better leverage regional resources, including our first Women's and Children's Float Pool specifically serving the North region
- We instituted a consistent framework to better focus on nursing quality, safety and excellence in Nurse Sensitive Outcomes
- We continued to grow our nurse wellbeing initiatives to cover all six of our hospitals with programming including pet therapy, music therapy, respite spaces within our campuses and dedicated staff to support our nursing staff in stressful and adverse events
- We established Regional Nursing Excellence Awards, which took place at the end of Nurse's Week and honored over 50 nurses across our six hospitals who have demonstrated excellence in practice, mentoring, leadership, quality and patient-centered care
- On April 30, 2024, we welcomed Simone Odwin-Jenkins DNP, MBA, RN, NEA-BC as the CNO for Jefferson Abington and Jefferson Lansdale hospitals
- Jefferson Bucks Emergency Department was awarded the prestigious Emergency Nurses Association Lantern Award for Nurse Excellence in July 2024

This list is a small sampling of some of the many accomplishments of our nursing teams this year.

I offer you my sincere gratitude for the work you do and for who you are. We are in this together and when I look at our team, it is clear there is nothing this team cannot achieve!

A handwritten signature in blue ink that reads "Michelle Conley".

Michelle Conley, DNP, MBA, RN, NEA-BC

*Regional Chief Nursing Officer
Jefferson Health – North Region*

North Region

Regional Nurse Executive Council

The Nurse Executive Council is the decision-making body for our professional governance structure. Here, unit council representatives act as voting members, bringing the voice of the bedside nurse to the table and ensuring that decisions are made from the bedside perspective. This council plays a critical role in steering our regional nursing agenda and ensuring that the initiatives developed within the other councils are supported and successfully implemented.

Nursing Wellbeing and Workforce Council

The Wellbeing and Workforce Council is committed to promoting the health and wellbeing of our nursing staff. Recognizing the demanding nature of our profession, this council addresses issues related to nurse burnout, work-life balance and overall job satisfaction. Initiatives such as the Pet Therapy Program and Recognition Boards are a direct result of the council's efforts to create a positive and supportive work environment.

Nursing Professionalism, Development and Advancement Council

The Professionalism, Development and Advancement Council is dedicated to fostering the growth and development of our nursing workforce. This council focuses on career progression, continuing education, and professional recognition. By providing opportunities for skill enhancement and career advancement, we ensure that our nurses are equipped with the knowledge and tools necessary to deliver exceptional patient care.

Nursing Clinical Professional Practice Council

Within the Clinical Professional Practice Council, unit council representatives collaborate within their specific practice clusters: medical-surgical, critical care, emergency department, procedural areas, and women's and children's health. This cluster-based approach allows for focused and specialized discussions, fostering the development of targeted initiatives that address the unique challenges and opportunities within each specialty.

Key Collaborations and Improvements in FY24

The integration of our Professional Governance structures has been a monumental step forward in our journey toward nursing excellence. By fostering collaboration, empowering frontline nurses and promoting specialized initiatives, we have created a dynamic and responsive governance model that truly reflects the needs and aspirations of our nursing community.

As we look to the future, we remain committed to leveraging this unified structure to drive continuous improvement, enhance patient outcomes and support the professional growth and wellbeing of our nurses. Together, we will continue to advance the standard of care and reinforce our position as leaders in nursing practice.

Thank you for your unwavering dedication and commitment to excellence. Together, we are shaping the future of nursing at Jefferson Health – North Region.



Rehabilitation

A Message From the Campus Chief Nursing Officer



Colleagues,

This has been an exciting year for Jefferson Moss-Magee Rehabilitation nursing. One of the key integration activities was the creation of a joint nursing leadership group consisting of all nurse leaders from both our Elkins Park and Center City campuses. Mary Beth Tubbs, Director of Nursing at Jefferson Moss-Magee Rehabilitation – Elkins Park, along with nurse managers, educators, assistant nurse managers and patient care coordinators have done splendid work sharing ideas for best practices and exploring ways we can harmonize other nursing activities.

In addition, we identified top priorities we can work on together. First, we are exploring ways to share staff at different skill levels – akin to building an acute rehab “S.E.A.L.” team. Second, we will focus on capstone recruitment which will involve rehabilitation in clinical rotations. Third, our educators would like to create combined clinical continuing education speaking events and in-services. Finally, we will look at additional ways rehabilitation nurses can contribute to the community.

Jefferson Moss-Magee Rehabilitation – Center City has had four local nursing councils for the past eight years and recently created a formal shared governance council, the Rehabilitation Coordinating Council, with Helenmay Bady, Chair; Mari Leclerc, Co-Chair and Julian Papa, Secretary.

We have not yet created our campus-based rehabilitation Nurse Executive Council, tied to system NPG, but are excited to work with Dr. Loraine Hopkins-Pepe and her team on creating and integrating the various councils as part of that larger campus-based council.

As we move forward, we will work collectively to gather comprehensive information from both campuses. Drs. Yvonne Hamill and Sheena Williams will be integral in this endeavor, as will the shared governance

teams in Center City (Rehab Nursing Coordinating Council) and Elkins Park (Rehab Cluster). Our first combined shared governance “meet and greet” was held in November 2024.

In terms of wellbeing, we have incorporated wellness as part of the Center City staff on-boarding process, and we look forward to exploring other ways to make wellness an integral part of Jefferson Moss-Magee Rehabilitation nursing.

Professionalism, development and advancement will continue to be a big focus for nursing at both entities. In Elkins Park we have a well-established career ladder called the Excellence Program in which RNs have participated. We will compare this with the Jefferson Health “career ladder” to ascertain what common direction we will pursue. This year in Center City we rolled out our first career ladder and promoted RNs through this program. The BEE Award was also launched this year in Center City and both campuses have continued to celebrate RNs through the DAISY Award.

One of the most exciting new initiatives at our Center City campus is to welcome more nursing students for a clinical rotation, specifically from Jefferson College of Nursing. Additionally, we welcomed four nursing students from Rome, Italy this year, shadowing nurses and team members so they could explore rehabilitation and its milieu.

This will be an exciting year in Center City as we prepare to formalize planning for our Magnet journey. Dr. Sheena Williams will be leading a team of four RNs to the Magnet Conference this year. Having participated in the nurse engagement survey, the team will be preparing for specific research projects focusing on spinal cord injury and stroke.

Nurses throughout Jefferson Moss-Magee Rehabilitation participate in Jefferson Health’s nurse residency program.

Rehabilitation

A Message From the Campus Chief Nursing Officer

Our alignment with Jefferson Health Integrated Nursing Strategy includes the following across Jefferson Moss-Magee Rehabilitation.

Optimal Care and Outcomes and Efficient Care Transitions:

- Initiate and/or contribute to activities that at minimum meet unassisted falls, HAPI, CAUTI, likely to recommend, discharges to community and acute care targets
- Explore new care team model utilizing LPNs and virtual nurse
- Expand subscription to Avasure devices to appropriate units
- Contribute to activities that support our admission volume goals

Right Care Team, Right Patient, Right Location:

- Participate in Central Region nursing resource management center specifically focusing on acute rehabilitation
- Expand rehab flexible work teams to meet staffing needs across all rehab campus units
- Continue to expand communication approaches for all nursing at all rehab units between campuses
- Continue to lead joint rehab nursing leadership initiatives at both campuses

Comprehensive Nurse Wellbeing/Holistic Health/Elevate Engagement and Nurse Decision Making:

- Participate with nurse staffing and wellbeing programs
- Explore harmonization of shared governance councils
- Harmonize rehabilitation nursing education programs/offerings
- Encourage system and regional NPG participation from rehabilitation nurses
- Continue reward and recognition programs and harmonize processes and celebrations, i.e. Nurses Week, DAISY and BEE Awards, etc.
- Continue to move forward with Magnet journey for Jefferson Moss-Magee Rehabilitation – Center City

Robust Pipeline and Community Partnership:

- Develop comprehensive succession plan for nursing leadership positions
- Continue to expand nursing student clinical placements in rehab at Center City
- Explore rehab nursing branding opportunities
- Continue to support community education programs/high schools

Thank you for all the great work and we look forward to more in FY25!



Bob Kautzman, EdD, RN, NEA-BC

Campus Chief Nursing Officer

Jefferson Moss-Magee Rehabilitation – Center City

Ambulatory

Colleagues,

I am happy to share some of the many accomplishments of our ambulatory nursing team from this past year. Together, we have accomplished much and have so much to celebrate. I am grateful to be part of such an amazing team and am excited to see what the coming year brings for our care team and our patients as we continue to advance our nursing practice across the Jefferson Health system ambulatory care sites.

Ambulatory nursing accomplishments this year include:

- Appointed health system regional nurse leaders to support ambulatory nursing operations
- Appointed health system MA program coordinator to support the talent stream, onboarding and education for ambulatory MA staff
- Activated the Honickman Center Ambulatory Care Center
- Developed Ambulatory Nursing Professional Governance (NPG) council structure:
 - ~ Ambulatory Nurse Executive Council
 - ~ Ambulatory Professionalism Advancement and Development Council
 - ~ Ambulatory Professional Practice Council
 - ~ Ambulatory Leadership Council
- Initiated current state assessment of ambulatory nursing to better understand the current care models and opportunities to further evolve the care team of tomorrow
- Partnered with talent acquisition and Jeff Temps to create flexible temporary nursing and MA workforces that can be deployed to support ambulatory clinic sites across the health system

- Partnered with Drexel and JEVS Human Services (JEVS) to support MA apprenticeship programs across the health system – 13 staff members were hired and are actively working within ambulatory and urgent care sites.

Ambulatory Care Key Stats:

- Hospital and Non-Hospital Based
- Procedural
- Infusion
- Urgent Care Clinics
- 1,345 staff in ambulatory clinics (27% are RNs)
- 118 RN care coordinators within ambulatory clinics
- 113 procedural staff (83% are RNs)
- 58 nurse leaders (25% report to an RN)
- 270 oncology/infusion staff (74% are RNs)

This list is a small sampling of the many accomplishments of our nursing teams. I want to extend my gratitude for the work you do and for who you are. Much can be achieved when we come together, and you have all demonstrated this as reflected in our many accomplishments this past year.

Thank you for all you do every day.



Kate FitzPatrick, DNP, RN, ACNP, FAAN, NEA-BC
EVP, Connelly Foundation Chief Nurse Executive Officer
Jefferson Health



HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

Improving Lives, Together
#TheJeffersonNurse