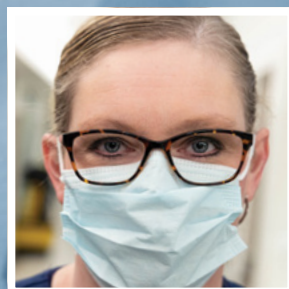
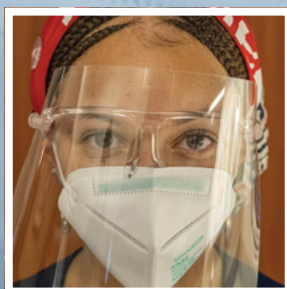
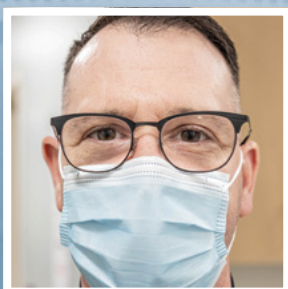


2021

# NURSING ANNUAL REPORT



## Healing: Portraits of the Pandemic



**Jefferson Health**®

HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

NEW JERSEY DIVISION

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## EMPIRICAL OUTCOMES

### Magnet Redesignation

This is an exciting and busy time as we work toward Magnet® Redesignation. Our application was accepted in August 2021, starting the one-year document submission countdown. Our document will consist of 84 different sources of evidence to support our application, and demonstrate that we deserve Magnet designation.

Several clinical nurses are participating in our document writing and we are looking for more nurses from every level and area to join our Magnet writing team. It is exciting to see what our Jefferson Health – New Jersey nurses achieved over the past three years. Here are a few examples of nursing excellence our document will highlight:

- Nurses from our Cancer Center and our Behavioral Health team collaborating to provide a successful smoking cessation program
- Nurses from NICU creating a new model of care that decreased length-of-stay for hypoglycemic newborns
- ED nurses achieving improved “door-to-treatment” times for stroke patients
- Educators leading our residency program for new-to-practice nurses
- MS2 nurses (Washington Township) improving patient experience through a unit council initiative
- T3/C5 nurses (Cherry Hill) improving CAUTI rates through a buddy system
- Nurse managers creating an onboarding program for new managers
- Perioperative nurses improving communication with a new tool
- Wound Ostomy Care (WOC) nurses creating an outpatient clinic for continuation of care
- ICU nurses bringing manual pronation to Med-Surg COVID patients.

This is only a small sample; there are more than 60 others that show how our Jefferson Health – New Jersey Nurses live our mission and values – improving lives by putting people first, being bold and thinking differently, and doing the right thing.



### Eight Clinical Nurses and Leaders Attend 2021 Magnet Conference

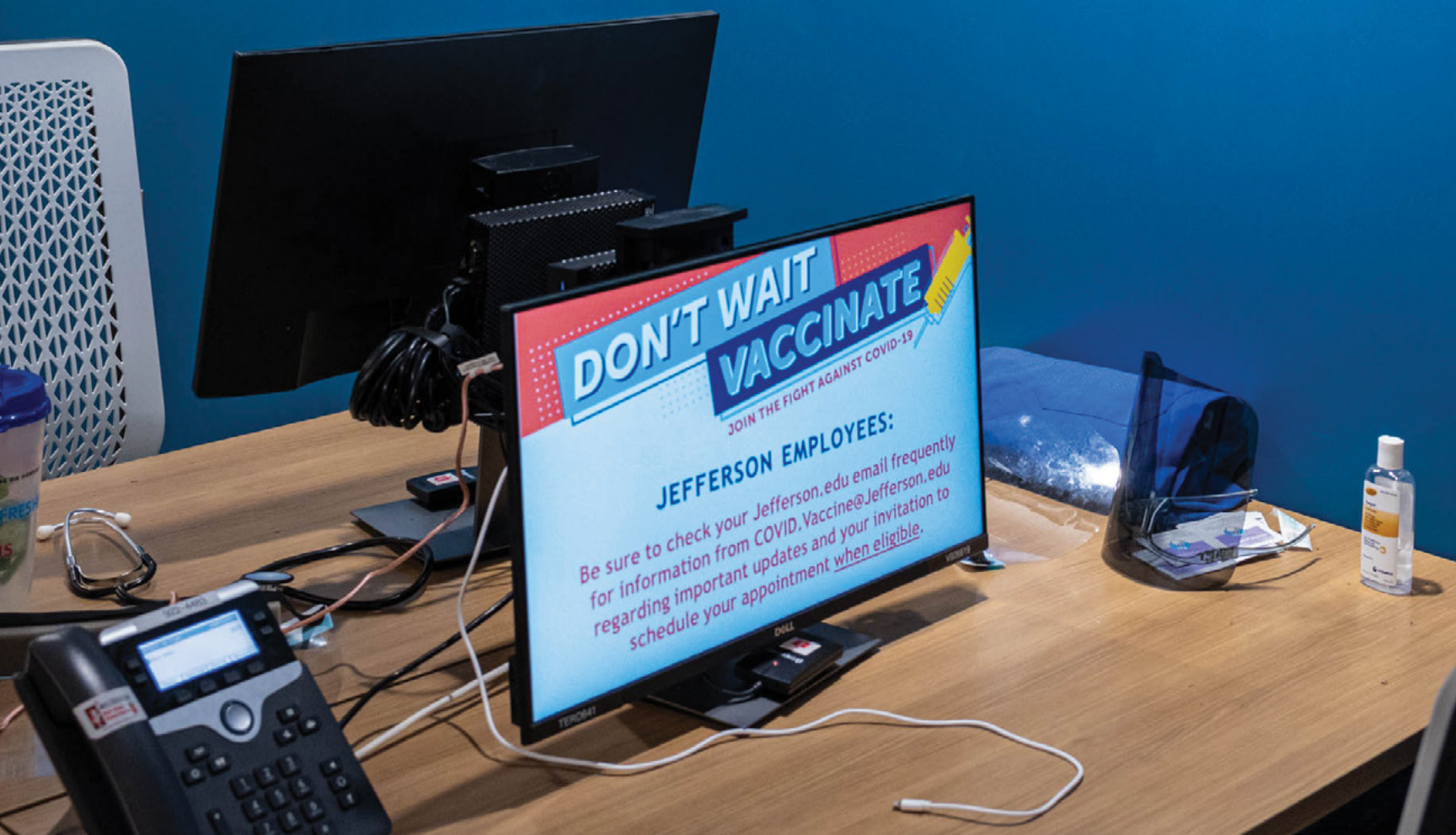
A delegation of eight clinical nurses and nurse leaders attended the 2021 Magnet Conference in Atlanta, GA, in November – the first live conference since 2019. They took part in four general sessions, including Keynote Speaker Carolyn Jones, who has spent the last 10 years interviewing, photographing and filming nurses across America as part of *The American Nurse Project*. Other speakers included author and entrepreneur Josh Linkner and Marcus Engle, whose experience as a patient led to the “I’m Here Movement” ([imheremovement.com](http://imheremovement.com)). The annual celebration of newly designated Magnet facilities – which doubled this year due to the lack of a 2020 conference – was another feature of the General Sessions.

During the concurrent sessions, attendees heard about the successes of other Magnet facilities with ED throughput, Research, Nurse Residency, Professional Governance, Healthy Lifestyles, Nurse Recognition, Peer Support and more.

There was time for fun as well, with the annual Magnet Welcome Party, held at the Georgia Aquarium. Dr. Burns treated the New Jersey nurses to dinner at an authentic Italian restaurant and the Jefferson Enterprise nurses got a chance to meet and greet each other when Dr. Fitzpatrick sponsored a dinner for all at the Hard Rock Café.

Next year’s conference is in Philadelphia, so start making plans to attend. It is an event you don’t want to miss!





Dear Colleagues,

Reflecting on 2021, I begin by first thanking you for the exceptional care provided to our patients and their families. It has been a challenging and exhausting year, yet you have continued to give your all and work together so very well. Following Jefferson's mission, vision and values, you continually improve lives through extraordinary nursing care, the creation of caring environments for our patients and each other, and fostering creative and meaningful ways to transform care delivery. Most importantly, you have done the "right thing" by putting patients at the center of all we do.

2021 – the second year of the COVID-19 pandemic – was filled with "new norms," including constant mask-wearing, social distancing, and communicating through vehicles like Zoom. It has been difficult to manage through the sadness, suffering, and loss brought on by the COVID-19 virus.

It seems that 2021's greatest challenge has been the pandemic's impact on our profession. On September 1, 2021, the American Nurses Association (ANA) – representing the nation's 4.2 million nurses – urged the U.S. Department of Health and Human Services (HHS) to declare the nurse staffing shortage a national crisis and take steps to address this issue, which jeopardizes nurses' ability to care for patients.

Here at Jefferson Health – New Jersey, we felt the impact of this national crisis locally. Since our first COVID-19 patient in March 2020, nursing staff have made personal choices about working through the pandemic. We have seen a turnover of nursing staff truly unmatched when compared to the past. The loss of staff has negatively affected nursing morale and satisfaction. We've watched our co-workers leave to go to agency nursing, find other types of nursing careers, or choose to retire. The Jefferson New Jersey leadership team has aggressively created action plans to stabilize staffing, based on feedback from rounds, town halls, and huddles.

It warms my heart that, despite a pandemic and erosion to staffing, Jefferson Health – New Jersey nursing staff remained focused on excellence in nursing care. I am so proud to be with truly Magnet® nursing staff. You proved why we deserved our Magnet status. This report is filled with stories of how you have demonstrated your passion for nursing. I look forward to 2022 as our opportunity to re-designate our Magnet status. Thank you again, and enjoy these stories of how we have remained fully focused on the care of our patients.

Sincerely,

A handwritten signature in blue ink that reads "Helene M. Burns DNP, RN, NEA-BC".

Helene Burns, DNP, RN, NEA-BC  
Senior Vice President & Chief Nursing Officer





Dear Colleagues,

I want to acknowledge and thank the care teams across Jefferson Health for your unwavering commitment and dedication to our patients, their families and to each other. The world has shifted in ways that we are still coming to understand. Living through a global pandemic, while also caring for others, is indeed a life-altering experience. One constant, amidst the many uncertainties of the past two years, has been the compassion and devotion of our nurses, clinicians and support staff across Jefferson. Collectively, you have courageously faced the daily COVID-19 challenges that have shifted the balance of health care in ways we've never imagined – and still, you rose above, time after time, to put your patients first.

Our teams have witnessed significant suffering, unprecedented death and excruciating pain among families who could not be with their loved ones at critical moments. Every one of you has borne witness to the sacred and intimate moments in the lives of others, and on many occasions, have profoundly impacted those needing comfort and compassion. Despite experiencing your own uncertainties and fears, you were there. Every day and in every way.

I deeply understand the enormous human toll this has had, as evidenced by the nationwide staffing crisis in health care. My commitment to you is to drive equitable compensation models, support worthwhile and meaningful wellbeing programs - with the proper resources - and seek relief for the staffing challenges we continue to face. I know that your voices and perspectives are critically valuable in helping us in our shared commitment to safe, patient-centered care. I will be leveraging nursing governance to hear your concerns and guide decision making in the months ahead, and will also be launching a new, nurse-designed, career ladder that will recognize and reward contributions to quality, safety, as well as your commitment to professional development.

I am so honored to serve as a nurse and will continue to be a fierce advocate for each of you, and the patients, families and communities we serve with unparalleled nursing excellence.

With gratitude & kindness,

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

## Mentoring at Jefferson Health – New Jersey

Chief Nursing Officer Dr. Helene Burns advocates for ongoing leadership development for all nurses. That vision is included in our Nursing Strategic Plan, where we identified mentorship as a tactical initiative to support leadership development. A mentor is defined as “a skilled and knowledgeable expert who has expressed an interest and is committed to a formal supportive relationship with a nurse leader, nurse manager or aspiring nurse, which will enhance the professional growth and development of that individual.”

Likewise, a “mentee demonstrates similar qualities and actions to that of a mentor, is seeking both personal and professional growth, and is open to building a relationship with a mentor.”

Our Nursing Priority Goals for Employee Engagement and Leadership Development established mentorship as an integral component for leadership development and identified the

Organization of Nurse Leaders of NJ (ONL) Mentorship Tool Kit as the preferred resource to guide and support relationships for professional development at Jefferson Health – New Jersey.

This toolkit:

- Provides a clear framework for mentoring
- Promotes establishing clear roles and responsibilities
- Defines phases of the working relationship
- Includes an initial agreement signed by the two participants (mentor/mentee).

Checklists, meeting agendas, goal-setting guideline, outlines, and program evaluations are also included in the ONL toolkit to support the mentoring relationship. The ONL tool is available to all at <http://www.njha.com/media/391827/ONLNMentorshiptoolkitdocx.pdf>





“All nurses did a very good job. Nurse Angie and Nurse Katie went above and beyond to make me comfortable.”



### More Than 120 Nurse Leaders Attend Leadership Series

In May 2019, a Nurse Leader Needs Assessment identified trends and challenges in our current nursing environment. We implemented the Jefferson Health – New Jersey Nurse Management Leadership Series to focus on topics pertinent to managing and leading nursing teams.

The identified needs were:

- Conflict Resolution
- Diversity and Cultural Competence
- Organizational Strategies

The series was led by Helene Burns, Autum Shingler-Nace and Gwen Heaney-Cutts. Additional presenters included Mary Ledwith, Elaine Joyce and Susan Fisher.

Presented between March and December 2021, AVPs, Directors, Nurse Managers and Nursing Supervisors, as well as Social Work leaders, attended the virtual series. Each session provided 1.0 Contact Hour to the attendees. More than 120 Jefferson Health – New Jersey leaders attended these sessions.

Sessions included:

- The DISC Assessment
- Leadership Concepts Introduction
- Trust
- True Collaboration
- Authentic Leadership
- Emotional Intelligence
- Work-Life Balance
- Change Leadership and Learning Conversations

A corresponding Lippincott Development Series was assigned to support the virtual series. These sessions also provided contact hours to participants:

- Time Management
- Customer Service and Service Recovery
- Change Management
- Human Resource Management
- Team Motivation
- Organizational Behaviors
- Relationship Building
- Dealing with Continuous Change



### New Nurse Manager Onboarding

Our Nurse Manager Committee – part of the Nurse Executive Council in Professional Shared Governance – has created a new and comprehensive Nurse Manager Onboarding Program, titled *NNM 101*. The committee identified that current resources were outdated and didn't provide a standardized orientation, causing some new employees to miss important information. This new program seeks to provide new leaders with an introduction to Jefferson New Jersey's culture and values, along with important "point people" vital to their success.

*NNM 101* is a three-month program, including both general and department orientation. Manager-specific onboarding consists of a curriculum designed to meet their specific needs and incorporate best practices. Also included is an online curriculum with webinars and learning modules, as well as the book "The First 90 Days," which provides a study and discussion guide with the preceptor.

The preceptor is a manager at the same level at the same campus, but with several years of management experience. They orient the new Nurse Manager to the department, the rest of the leadership team, the staff, the campus and the organization. The preceptor and new Nurse Manager follow a standard orientation checklist that guides the week-by-week plan for activities.

The program's objective is to equip the new Nurse Manager with the introductory tools needed to lead a team and build skills including: communication, relationship-building, knowledge of the healthcare environment, leadership, professionalism and business management. Outcomes are determined using pre- and post-orientation surveys of preparedness for the new role.





## Professional Governance Fosters Leadership, Collaboration and Communication

We are proud of our Professional Governance process at Jefferson Health – New Jersey, and believe that it helps all nurses develop skills in leadership, collaboration and communication. With clinical nurses bringing their bedside expertise and leaders bringing guidance/mentoring skills – the right decisions, with the right people in the right place, at the right time, it creates the right result.

Professional Governance empowers clinical nurses to use their knowledge to direct and sustain their own professional practice. Its aim is to harness the expertise of those who are most experienced and knowledgeable: the bedside clinical nurse. We know that a culture of Professional Governance results in improved patient safety, quality of care, and nurse satisfaction.

The foundations of our structure are unit-based councils, which create a partnership between clinical nurses and leaders that focus on practice, quality, patient and nurse experience. All campuses send representatives to our Core Councils, where clinical nurses and Nurse Leaders share responsibility for specific focus areas, such as research, practice, and development. Many councils have workgroups or committees, which also provide opportunities for clinical nurses to participate. Additionally, there is a central Coordinating Council, consisting of all council chairs, that provides opportunity for oversight, as well as communication, across hospitals and councils.

Our councils are always open to visitors and new members. Remember: All Jefferson Health – New Jersey nurses are part of Professional Governance.

“Nurse Paul is very nice and helped me a lot. He was very attentive to my needs, answered all my concerns and questions and kept me informed.”





## Two Nurse Residents Share Their Journey

Even armed with a BSN, jumping feet first into a hospital as a brand-new nurse can be overwhelming. Just ask the 12 new-to-practice nurses who became the first graduates of Jefferson Health – New Jersey’s Vizient/AACN Nurse Residency Program™ in August 2021.

Jefferson partnered with Vizient™ – the nation’s leading healthcare performance improvement company – and the American Association of Colleges of Nursing (AACN) to create a 12-month Nurse Residency program focusing on leadership, professional development, and nursing excellence.

“Our participants benefit from multiple mentors to guide them in their transition from novice to proficient nurse,” said Jefferson Health – New Jersey Program Coordinator Leslie Beck, MSN, RN, NPD-BC. “Being part of a team of like-minded professionals provides new nurses with a consistent peer group to learn and grow with.”

Since fall 2020, Amanda Colindrez, BSN, RN, and Alexandra Gleason, BSN, RN, shared their journey for this story.

With more than 140 hours of education, 2,000 hours of on-the-job learning, and one-to-one preceptor/mentoring, Amanda, Alexandra and their program peers received extensive support and education through the residency program.



“Kudos to Lucky the RN, excellent bed side manner and wonderful social/emotional support. Lucky took the time to make sure that I had what I needed. I was ‘lucky’ to have her.”

### OCTOBER 2020

Amanda graduated in May 2020 from Rutgers University’s bridge program at Camden County College. The Clementon resident was a night-shift tech for 12 years, so the transition to being a nurse was a bit of a culture shock: “It is more mentally exhausting because I am constantly learning new things and I have to think like a nurse, but I’m starting to find my flow,” Amanda wrote in October.

The preceptor assigned to Amanda was a 30-year nurse who works nightshift in the Stratford ED.

Alex graduated from Widener University in May 2020. A Medford resident, she works at Washington Township (MS3) on the night shift. “During the first six weeks of the program, I was oriented, and observed one patient the first week, two patients the second week, etc., until I got to six patients by week 6,” says Alex. She works side-by-side with the preceptors.

### NOVEMBER 2020

New Jersey experienced a COVID-19 uptick.

Amanda says, “It is definitely a struggle. Learning the job itself, but also being more cautious with PPE, taking it on and off, educating your patients ... little things like that. It slows down your day because you have to make sure you and your patient are safe ... you have to think more. ‘Do I have on all my PPE?’ It’s a lot for a new nurse.”

Alex says, “With the COVID increase, we are being extra careful ... wearing N95 masks even with patients that are COVID-negative. We don’t have COVID patients on MS3, but just the other day, we had a patient who was ‘COVID-pending.’ We gave him advanced respiratory precautions. It turned out he tested positive. It’s super important that we prevent any infections.”

In November, the nurse residents began working on their Evidence-Based Project (EBP) – practice changes based on current research are how nurses drive practice changes within their hospitals. Amanda chose the topic of “Falls in the ED” for her EBR, noting that the ED is a very busy environment.

Alex chose Medication Reconciliation for her EBP: “Patients get discharged with new medications and told to stop others, which gets confusing and may cause readmissions. My idea is to do multidisciplinary medication reconciliation with a pharmacist to prevent readmissions.”



### DECEMBER 2020

Orientation is over and working with a Mentor begins.

Alex says, “I am no longer with a preceptor. I still get nervous, but my team is great at helping or answering any questions. I love the camaraderie of nightshift – I’m not afraid to ask questions – we have to rely on each other because we have less resources at night. We are only as strong as our weakest link.”

Amanda says, “The day after orientation, ‘the honeymoon was over!’ It’s a big culture change. I have a great team, but you realize your work is your work and your patients are your patients.”

“My mentor works in the ED and has been a nurse for a year,” says Alex. “It was nice to ask an ED nurse about what it’s like, and keep an open line of communication between the floor and the ED. Having Stephanie Longley, RN, in the Washington Township ED really helps because I can text her.”

It’s really nice because we switch mentors and they all have different personalities and perspectives,” says Amanda. “Everyone has their own tips and tricks.”

### JANUARY 2021

Coping with Stress and Learning to Be Resilient

Alex says, “It’s been intense since orientation ended ... just managing patients ... a lot of people in the Unit moved on, so I have picked up overtime. On my days off, I try to always do something for myself. Face masks with my boyfriend, watching movies together and even something as simple as doing laundry.”

Amanda says, “On a stressful, crazy night, I try to take 5 minutes for self-care. I go to the bathroom, drink some water and de-escalate. If you clear your mind, when you come back to the floor, you have a new set of eyes.”

### APRIL – JUNE 2021

Evidence-Based Projects

“We did education about medication,” says Alex. “I created a pre-survey asking patients how they felt about the education they received, then did some education on Ask Me 3 (What is my main problem? What do I need to do? And why is it important for me to do this?). Then I had my patients take the post-survey.”

Amanda recalled: “We collected data to see if our colleagues use the fall-risk assessment. At the end of June, we finished data collection and started creating our posters. The ED was getting busy ... a lot of respiratory illnesses and abdominal pain, not so much COVID.”

### AUGUST 2021

Graduation

“It’s a bittersweet moment,” says Amanda. “I’m happy it’s over, but shocked that a year has gone by so fast. Residency definitely helps you build connections. You are not alone ... there is always someone else in the same boat.”

Amanda credits her preceptor with helping mold her into the nurse she’s become today: “She loves what she does. I hold that piece of her inside when I get stressed.”

“The nurse residency program was a great transition from school to the adult world,” says Alex. “It gave us resources and peers that are vital to my success today. All the different speakers and presentations played a key role in my development as a nurse. I had endless support from both the program and my floor. I feel confident in my abilities and I’m excited to see where the future takes me.”



## Advance Your Education With Nurse Certification

### Did you know that March 19 is Certified Nurses Day™?

This date was chosen because it is the birthday of Margreta 'Gretta' Madden Styles, EdD, RN, FAAN, who helped conceive and establish national standards for certifying nurses. The President of the American Nurses Association from 1986 to 1988, Dr. Styles was an accomplished advocate for nursing standards and certification, and advanced nursing practice and regulation worldwide.

Certified Nurses Day is a day of recognition for and by healthcare leaders dedicated to nursing, excellence, recognition and service. Every March 19, employers, certification boards, education facilities, and healthcare providers celebrate and publically acknowledge nurses who earn and maintain the highest credentials in their nursing specialty. Certified Nurses Day honors nurses worldwide who contribute to better patient outcomes through national board certification.

Jefferson Health – New Jersey participates in many certification support programs:

- Success Pays®, a program for ANCC certifications where nurses are offered two chances to take the exam in 18 different certifications. If the nurse passes, the fee is invoiced to Jefferson Health – New Jersey, so the nurse never sees a cost for becoming certified.
- Take 2, a program for Operating Room nurses using the same format.
- Many other specialties participate in a voucher program. Talk to your manager and educator to get more information.
- The Critical Care department offers free education modules to prepare nurses for the CCRN and PCCN exam.

Our professional accountability includes making a commitment to ourselves – and our career – to advance, grow, improve, and adapt to our work. What better way to put that commitment into action than to apply our talents, energies and gifts towards the knowledge we offer as certified nurses?

### Opportunity Awaits in Critical Care

Have you wondered what opportunities there are to enrich your nursing skills and critical thinking, combined with the latest technology? The opportunity to gain these skills awaits you as a Critical Care Nurse. We are eager to share with you the recent completion of the first Critical Care Pathway Program Graduation.

Six Medical-Surgical Nurses from the three hospital campuses completed the pathway program and are now working in Intensive Care. Their successful journey began in Spring 2021,

during the pandemic. Through this comprehensive program, each nurse gained skills and knowledge in caring for medical, surgical and neurological intensive care patients. Their feedback has provided the opportunity for future candidates in our revised 10-week critical care pathway program.

This new Critical Care Pathway Program is available to all medical/surgical nurses with a minimum of two years nursing experience who are interested in building upon their skills. The comprehensive didactic learning opportunity provides nurses with classroom and clinical education, by incorporating the Critical Care Certification Modules (ECCO) that the AACN provides, including 76 Continuing Education Credits during clinical rotation.

Preceptors guide participants throughout the clinical rotation. Additional support from management and the professional development specialist includes comprehensive education and simulation labs to reinforce confidence in caring for ICU patients.

Interested applicants can apply through [MyHR.Jefferson.edu](https://myhr.jefferson.edu) – click on the “Careers” website.

### Perioperative 101 Creates Opportunities

The Periop 101 program, designed by AORN (Association of periOperative Registered Nurses), provides RNs without previous experience the clinical skills required of a perioperative nurse. A standardized program, Periop 101 provides comprehensive education to experienced nurses switching specialties, creating opportunities and aiding in the transfer of knowledge. The program is entirely evidence-based. At the end of the course, participants are expected to practice independently.

Jefferson Health – New Jersey’s Periop 101 program supports the goals of perioperative surgical areas:

- Periop 101 is a standardized educational program based on evidence-based perioperative practices that improve patient outcomes, while providing safe workplaces
- Demonstrates commitment to current staff development
- Supports recruitment efforts with effective on-boarding processes
- Provides support for course administrators of the program
- Provides support for students
- Provides modules for preceptors to support their lifelong learning and growth.

Our most recent Perioperative 101 program began on September 27, 2021. Jefferson Health – New Jersey is transferring six nurses to the Operating Room to learn OR nursing. Since its inception in 2012, more than 35 new OR nurses have transitioned to the OR with the help of this program.



“Cody squatted down to my mom’s eye level so she could understand him. He explained everything to me without ‘jargon.’”



## Supporting Attainment of BSN Degrees and Higher

Advanced education is a priority for the Jefferson Health – New Jersey Nursing Department. BSN+ targets were established during a February 2020 review. At that time the rate for BSN+ nurses was 78.07%. The goal was to attain and maintain an 80% BSN+ rate by the end of December 2020. The BSN target was achieved with 80.70% BSN+ prepared nurses.

Jefferson Health – New Jersey continues to support BSN attainment through various strategies. Our CAP program provides points for both educational matriculation and graduation. Tuition assistance of \$5,000 for undergraduate work and \$7,500 for graduate work is available annually to associates. Nearly ONE MILLION DOLLARS is provided in tuition assistance to Jefferson Health – New Jersey associates with more than half going toward nursing education. Jefferson Health – New Jersey offers annual scholarships for employees who are becoming new RNs and for RNs who are advancing education. This year, we awarded \$24,500 to the following winners:

- **Angela Fraenhoffer**, Patient Care Tech in the emergency department at the Washington Township Campus, who is studying for her nursing degree through Camden County College and Rutgers University;
- **Jamie Reid, RN**, Clinical Nurse in the PACU at the Washington Township Campus, who is obtaining her BSN through Rowan University;
- **Michele Canonica, BSN, RN**, Nurse Manager on Silvestri 4 at the Washington Township Campus, who is obtaining her MSN through Drexel University.



2021 Scholarship Recipients (from left) with CNO Helene Burns:

- **Entry-Level Non-RN Scholarship** of \$12,000: **Angela Fraenhoffer**, Patient Care Tech in the emergency department at Jefferson Washington Township Hospital, who is studying for her nursing degree through Camden County College and Rutgers University.
- **Leadership Scholarship** of \$8,000: **Michele Canonica, BSN, RN**, Nurse Manager on a medical-surgical unit at Jefferson Washington Township Hospital, who is obtaining her MSN through Drexel University.
- **Gartzman Fund RN-to-BSN Scholarship** of \$4,500: **Jamie Reid, RN**, Clinical Nurse in the PACU at Jefferson Washington Township Hospital, who is obtaining her BSN through Rowan University.

Jefferson Health – New Jersey also collaborates with multiple colleges/universities. Benefits to associates include special tuition rates, cohort opportunities, and dedicated representatives who are directly accessible for assisting associates from application through graduation. In July 2021, the total number of Jefferson Health – New Jersey nurses pursuing a BSN degree or greater was 221. Of that, 175 enrolled with one of our academic partners. We applaud the nurses who completed their advanced education in 2021 to support our goal:

- **Kelly Beach** (3-West/ST), nurse manager, graduated from La Salle University with a DNP in nursing.
- **Tracy Coleman** (ED/ST), patient care services coordinator, graduated from Wilmington University with an MSN in executive nurse leadership.
- **Ellen Coltellaro, RN** (Intermediate/WT), graduated from Western Governors University with an MSN in leadership and management.
- **Joseph Davidson, RN** (Behavioral Health/CH), graduated from Wilmington University with a BSN.
- **Beth Foster-Jones, RN** (PACU/WT), graduated from Chamberlain University with a BSN.
- **Allison Gibase, RN** (Medical Oncology/WT), graduated from Chamberlain University with a BSN.
- **Stacey Jacobs, RN** (Medical Oncology/WT), graduated from Chamberlain University with a BSN.
- **Elaine Joyce** (Surgical Services/WT), assistant vice president of surgical services, graduated from Chamberlain University with a DNP.
- **Ashley Klein, PCT** (ED/CH), graduated from Holy Family University with a BSN.
- **Alicia LaFrance, PCT** (C4/CH), graduated from Rutgers University with a BSN.
- **Angela LaRosa, PCT** (C4/CH), graduated from Widener University with a BSN.
- **Traci Loud, RN** (Medical Oncology/WT), graduated from Chamberlain University with a BSN.
- **Mandi Love, RN** (Behavioral Health/CH), graduated from Capella University with an MSN in nursing informatics.
- **Victoria Minneci, PCT** (Nursing/ST), graduated from Thomas Jefferson University with a BSN.
- **Thi Nguyen** (C4/CH), nurse extern, graduated from Rutgers University with a BSN.
- **Dawn Ripa, RN** (2-East/ST), graduated from Rowan University with a BSN.



## Say Goodbye to the Lantern and Hello to the Key

You may see many references to our Nursing Key, which represents Jefferson Nursing’s Professional Practice Model (PPM). What is a PPM? It is simply a picture representing how nurses practice, collaborate, communicate and develop professionally.

Our previous PPM – the Lantern – was our first PPM, and will always be recognized for that role. After Kennedy, Abington, Center City and the Northeast hospitals came together under the Jefferson Health umbrella, nurses from all sites and all levels of practice – from new clinical nurses to our Chief Nurses – met and collaborated on a model we could all use. Ultimately, the entire group chose a model created by our own Christine Savini, a Nursing Professional Development Specialist at Jefferson Stratford Hospital.

Through the components of the key, our PPM represents our patient- and family-centered care model, the attributes of a Jefferson Nurse, our commitment to safety and our care delivery model, based on Duffy’s Quality Caring Model. These components are the foundation of our nursing practice, and exemplify how our mission, vision and values line up with what we do every day. This is why we say: Nursing is the Key.

“I want Melissa in the ED to know she did an excellent job taking care of me. Thank you, Melissa.”





Patient/Family Narrative	Caring Behavior
Regarding Nurse Melissa: "The first time I met her, she made sure I wouldn't fall, yet did not invade my privacy."	Human respect Healing environment
Regarding PCT Chris: "His unique voice reminded me that he would be there to help me at any time."	Attentive Reassurance
Regarding Nurse Iwona: "We talked about family and she shared with me her own experience with cancer, letting me know I was in the best hands possible and I was not alone."	Encouraging manner
Regarding the Cherry Hill ICU team from the wife of a patient: "I wanted to be with my husband until the end. The nurses quickly acquired a recliner, blanket, and pillow. They brought me tea, soda, and a beautiful meal. An orchid lay on the plate. I will always have that orchid, which will remind me of the kindness I experienced during this difficult time."	Appreciation of unique meanings; basic human needs; affiliation needs
Regarding Nurse Kelly: "I was scared knowing I was losing my baby. Kelly immediately made my boyfriend and I feel comfortable. She comforted us every step of the way — it was like she knew we really weren't OK when we said we were."	Appreciation of unique meanings
Regarding Nurse Carolyn: "After colostomy surgery, I was heartbroken and embarrassed. Carolyn comforted me and helped me understand the changes to my body. She made sure I understood each step before moving on. I owe her everything."	Mutual problem solving

Reference: Duffy, J.R. (2018). *Quality caring in nursing and health systems: implications for clinicians, educators, and leaders*. New York: Springer Publishing Company.

### The 8 Caring Behaviors – Dr. Joanne Duffy's Quality Caring Model®

A Care Delivery Model is a practical guide for nurses in transforming bedside care. Our model, represented by the blade on our Key (our PPM) is the Jefferson New Jersey Quality Caring Model. This model was created by Joanne Duffy, a nursing theorist, who states the role of the nurse is to engage in caring relationships with the self and others, enabling feelings in the recipients of "being cared for." This results in high-quality care. Duffy identifies 8 caring behaviors, as shown below. The following DAISY Award nominations by patients demonstrate these behaviors:

“Shout out to Giana and Wendy! Amazing! The other nurses were just as great. The entire staff was super nice.”

### Important News about Jefferson Health – New Jersey's Clinical Advancement Program

The Clinical Advancement Program (CAP) recognizes and rewards nurses engaged outside of their regular job description duties. Designed to promote, support, recognize, and reward these professional aspects of nursing development, CAP requirements build upon areas of professional development, clinical expertise, teaching and leadership, and quality improvement/EBP/Research. All nationally certified nurses are encouraged to apply in order to obtain both title and financial recognition.

Our Shared Governance councils recently approved an update to the program, making it even easier to meet the requirements and attain Exemplary or Mentor Status for 2021. Point values have been increased for earning contact hours, participating in a unit or core council, precepting, serving as a resource to others, patient recognition, and QI participation.

The Code of Ethics reminds us that nurses are required to contribute to professional advancement by promoting quality outcomes and evidence-based application designed to improve care. Where else can you get recognition for professional activities?

Details are on the Nursing Portal, under the "Shared Governance" section. Apply! We can't wait to recognize you for your engagement!



### RN Satisfaction Survey – August 2020

With Magnet® re-designation around the corner, some challenging years behind us, and hope before us, we want to share some of the many positives that emerged from the 2020 Nursing Satisfaction Survey.

In August 2020, during the first year of the global pandemic, Jefferson Health – New Jersey nurses participated in the 2020 NDNQI RN Satisfaction Survey. The survey evaluated various areas recognized by Magnet® including, but not limited to:

- Professional Development Access
- RN-RN Interaction
- Nurse Participation in Hospital Affairs
- Adequate Resources.

Survey results were compared against the NDNQI All Hospitals Mean Benchmark, offering a glimpse into the Jefferson Health – New Jersey nurses' perspective in these various categories.

Magnet® requires hospitals to choose four of seven domains included in the survey, and to exceed the benchmark a majority of the time in a majority of the survey areas. In one of the four domains chosen, Professional Development Access, 29 of the 48 (60%) areas surveyed met or exceeded the benchmark a

majority of the time, thus indicating Jefferson Health – New Jersey nurses are satisfied regarding their access to professional development resources.

For RN-RN Interactions, Magnet® requirements were also met, and results showed 34 of 48 (71%) areas surveyed felt they had collaborative and effective interactions with nursing peers.

Likewise, Magnet® requirements were successfully demonstrated for all four domains chosen. Jefferson Health – New Jersey nurses in 29 of 48 (60%) areas surveyed felt they participated in hospital affairs and 30 of 48 (63%) areas surveyed felt they had adequate resources. These results show that nurses across Jefferson Health – New Jersey are satisfied with their work environments, compared to nurses at all other hospitals surveyed in 2020 relative to professional development, nursing collaboration, hospital affairs, and having adequate resources.

At a time when hospitals nationally and globally are struggling to survive the impact of the pandemic, these results are especially encouraging. They demonstrate Jefferson Health – New Jersey's commitment to creating and sustaining a work environment where nurses feel valued and supported.





### Strongline Safety System Deployed in 2021

As workplace violence in healthcare settings rises nationally, Jefferson Health – New Jersey implemented a personal alert button system that summons colleagues and Security teams to quickly respond and de-escalate workplace incidents across our three hospitals.

The Strongline Staff Safety System includes a wearable alert button that acts as a beacon and identifies the location of the individual triggering the alarm, while simultaneously summoning designated coworkers and Security personnel for help. The initial rollout included hospital-based clinical staff involved in direct patient care, including our Emergency Departments.

What our Nursing and Security teams found most exciting about the new system is its simple deployment, including preparation and assignment of the durable badges, called “Shields.” Strongline prompts training of staff and ongoing monitoring of all systems and badges, including automatic upgrades to the latest technology as it evolves.

All nurses and clinical staff can feel safe in their workplace with the tools and support needed to perform their job of caring for patients. Strongline demonstrates leadership’s commitment to staff safety as a top priority.

“I love Strongline because it is easily accessible. You can push it immediately when help is needed and there is a great response from staff and security.”

— NURSING TEAM MEMBER

“Strongline is a big help; more people are aware that something is happening so the turnout to respond is better.”

— NURSING TEAM MEMBER

“We have seen an increase in situations resolved prior to our arrival.”

— JEFFERSON HEALTH – NEW JERSEY SECURITY

“My nurse, Monica, made my stay very pleasing. She spent time with me when I wasn’t feeling well, she seemed to genuinely care about my health, and she did what she could to make my stay comforting.”

### Performance Review Using Peer Review

In 2021, all Jefferson Health – New Jersey nurses completed their Annual Performance Review using new peer review feedback tools that allow practicing nurses to assess and provide feedback to their peers. This allows the nurse to hear feedback from not only their manager, but also others who perform the same role.

This tool uses a “stop-continue-start” (SDS) process to provide peer feedback. The focus of this year’s tool was communication – both interprofessional and between the nurse and patient. The SDS tool allows the reviewer to think of specific things the nurse does well, and areas for improvement, and gives suggestions for professional development. The reviewer’s comments provide a practical insight into the effect of behaviors.

After meeting with the peer, the nurse completes a self-assessment and meets with their manager to review their own, their peer’s, and their manager’s evaluations. Based on feedback and discussion, the nurse and manager agree on professional development goals.

The performance review for nurse leaders also uses a peer feedback component. Based on discussion with the nurse leader, the supervisor reaches out electronically to peers to complete the peer feedback tool on the evaluation site. The nurse leader completes the self-evaluation, then the supervisor and nurse leader meet together to discuss all evaluations, and plan for professional development activities and goals.

This process helps nurses and their leaders create actionable goals and encourage team collaboration. This type of employee engagement tool enables the nursing team to work together and learn from each other, making the group better as a whole.



## First NJ R.I.S.E. Response Provides Emotional Support to Cherry Hill ED Employees

It was the emotional trauma suffered by clinical staff after the death of an infant that motivated Cherry Hill Hospital ED Nurse Manager Shelby Van de Zilver, MSN, RN, CEN, and Interim Director of Nursing Frank Rocco, to reach out to the RISE (Resilience in Stressful Events) team. The baby – surrounded by his mother and other family members – could not be saved, despite the best effort of ED staff to save his life. Nurses, some with only a few weeks experience, worked with the code team performing CPR as the family watched on.

“Unfortunately, pediatric death is something that we, as ED staff, have to work through. Even experienced nurses will say, it is never easy,” explains Van de Zilver. “I was amazed how our newer ED staff handled this, and how they picked up the pieces quickly to move on to care for the other patients in our department. We don’t often have the luxury of taking a minute

to deal with the aftermath and adrenalin associated with pediatric codes.”

Moments like this are what RISE team members – staff who voluntarily provide psychological first aid to their co-workers in stressful and emotionally challenging situations – are trained to address.

AVP of Surgical Services Elaine Joyce, DNP, MSN, RN – one of 25 trained RISE responders at Jefferson – New Jersey – received the call telling her she was needed in Cherry Hill’s Emergency Department on September 1. It was Jefferson Health – New Jersey’s first time using RISE.

According to Van de Zilver, “Elaine was absolutely wonderful. She gave the employees resources about coping strategies and talked to everyone who approached her. I saw the staff

transform throughout the day because of her peer-to-peer support.”

Joyce spoke to about 15 people during her time in the ED: “Nurses, techs, Security, EVS – over several hours,” adding that she “could see an improvement in the staff as we talked.”

Cherry Hill Administration sent lunch to the break room so the impacted team members could eat while talking with Joyce and later a CareBridge – employee assistance program – support team.

When informed about the situation, President and COO Brian Sweeney said, “This was clearly difficult for the family and our staff. I am so grateful that everyone was supportive, caring, and compassionate. Thanks for constantly being there to support each other and our community.”

If you are interested in becoming a RISE team member, email Program Managers Todd Levin, DO, at [Todd.Levin@jefferson.edu](mailto:Todd.Levin@jefferson.edu) or Susan Szilagyi, MSN, RN, at [Susan.Szilagyi@jefferson.edu](mailto:Susan.Szilagyi@jefferson.edu).



Thank you especially to Jinook and Sherra for taking care of me during my first night after surgery and Jason and Nick the next morning until my discharge. Great job everyone.”



Mercedes (Mercy) Kallal, RN

## Declining Retirement and Choosing Nursing

At an age when most nurses are ready to retire, Mercedes (Mercy) Kallal, RN, continues going strong in her career at the Washington Township Hospital PACU. At nearly 83, Mercy works full time, caring for her patients and helping to guide younger nurses.

A 1968 graduate of nursing school in the Philippines, Mercy came to the U.S. the same year, and has had a varied nursing career in critical care, leadership, and nursing home administration. She joined our team in 2012.

Mercy loves being a Jefferson Nurse and coming to work each day – particularly for the connections she has with patients and staff. When not working, Mercy is an expert gardener and world traveler, recently returning from a Mediterranean cruise. When asked if she is ready to retire, she gives a quick “No!” and says, “I look forward to talking each day with my co-workers and the patients.”







## ICU Nurse Makes National News

Renee Stephens, RN, Vaccinated by Gwyn Parris-Atwell, DNP

Renee Stephens, RN, a longtime ICU nurse at Jefferson Washington Township Hospital, was honored and excited to be asked to be the first person vaccinated for COVID-19 at Jefferson Health – New Jersey in late 2020.

Autum Shingler-Nace, DNP, RN, NE-BC, Clinical Director of Nursing at that time, said that Renee was chosen because she exemplifies the “true character of a nurse” – advocating for her peers and her patients during an extremely difficult time: “Renee has often spoken up with ideas and concerns and has communicated passionately and professionally throughout the pandemic. She is very hopeful about the vaccine and continues her advocacy to reach a broader audience.”

Renee’s good works resulted in what she calls her “five minutes of fame” on CNN on December 22, 2020, garnering 1.5 million views as she was vaccinated by JOHN nurse Gwyn Parris-Atwell, DNP.

Renee – who works in the hospital’s Neuro ICU, but who also helped manage the coronavirus patient flow – says her view of COVID is “different than most people, because in the ICU, especially during the peak of the pandemic, we did not see the mild version of this disease. Our patients were very sick and many did not survive. As an ICU nurse, you are used to dealing with sick people, but they usually recover.” The amount of work involved with caring for patients with COVID, as well as the emotional toll it takes on staff, “was immense,” Renee says.

“

**Same-Day-Surgery Department RN Jackie is EXCELLENT! Caring, gentle, knowledgeable, proficient – a wonderful nurse!”**

“My goal, when I received the vaccine, was to convince people that this is evidence-based science. All of the physicians I work with did extensive research on this, and I trust them with my life,” she said.

Studies show that Black Americans are more hesitant than the general population to receive the COVID-19 vaccination. A healthcare advocate for her community, Renee serves on the COVID Task Force at her mostly African-American church. She participates in a weekly Zoom call with a multi-disciplinary committee that works to educate the congregation.

Renee calls the pandemic the “9/11 of healthcare.”

“Just as we changed as a nation after the September 11th attacks, the world has also changed from this,” says Renee. “I see the vaccine as a bright glimmer of hope.”





## Cherry Hill Patient Pavilion Elevates Service and Care

The end of a long journey of transformation, the new Cherry Hill Patient Pavilion at Jefferson Cherry Hill Hospital opened in late 2020 with all-private rooms. This was the last phase of a five-year, \$250 million-plus campus revitalization project.

“This marks a new era for our health system and our Cherry Hill Hospital,” said Jefferson Health – New Jersey President Brian Sweeney at the Grand Opening. “It elevates the level of service and care we can provide our community members.”

In addition to new patient care units with private rooms, the new Patient Pavilion also has new Medical Imaging facilities and a modern, full-service café.

### Hospital Room Amenities Takes the Patient Experience to a New Level

Designed with patients and their family members’ comfort and convenience in mind, some of the new amenities include:

- An iPad in every patient room (sanitized after every discharge) that allows patients to access MyChart (for information on their care), as well as educational materials

- A remote device that allows patients to control their room environment, including:
  - ~ the TV
  - ~ lighting and temperature
  - ~ window blinds
- Specialized beds with a USB port built into the handrails, for easy charging of electronic devices
- A bed alarm with automatic settings for patient safety
- An informational touchscreen electronic board that includes information to assist patients with care provider names and photos – and an area for family members to leave messages for the patient.

### Staff Feedback Added to Increased Efficiency and Safety

Hospital clinical staff were invited to provide suggestions and input during the planning phase of the new facility. Using their input, technological advancements were made to increase efficiency and safety measures:

- A WOW (Workstation on Wheels) in every patient room as a permanent fixture
- A lab label printer in each room for providers on the floor drawing blood
- Workstations in the hallway between every 2 patient rooms
- A touch-screen White Board that will include areas for care providers to list information. Digital room signs outside each patient room that are “fed” from Epic and provide information about the patient (i.e., last name; any medical precautions)
- A new ‘P-tube’ system – similar to what is used at bank drive-throughs – is in place for all nursing units to enable medications and lab testing to go directly to and from the pharmacy and lab to the nursing units.
- All patient care providers – including nurses and techs – carry cell phones linked to the patient call button. These phones are also linked to other alarm systems.
- There are linen and trash chutes on every nursing unit for efficiency.

The Pavilion’s opening came five years after the start of the Cherry Hill campus revitalization project, which included a new lobby pavilion and medical office building, as well as a seven-story, enclosed (free) parking garage.



## Washington Township Campus Transformation Culminates in Silvestri Tower Ribbon Cutting

It was a big day at Jefferson Washington Township Hospital on September 21, 2021, when a ribbon-cutting celebration was held for the new seven-story, \$184 million Silvestri Tower.

Despite the challenges of the pandemic, the state-of-the-art facility opened on time and on budget. The Silvestri Tower features 90 private rooms, a new main entrance and two-story lobby, a new cafeteria with outdoor dining space, a new Same-Day Surgery Unit, new Admissions and Pre-Admission Testing areas, and much more. The tower enables Jefferson to expand services; develop new clinical programs; and provide patients with a calming, yet high technology environment, close to home.

The Silvestri Tower is named in honor of Board member John P. Silvestri – a key member of our organization for more than 25 years – and his family, after they made a \$5 million gift, the largest in Jefferson Health – New Jersey history.

“The Silvestri family’s unfailing support, and their drive to be a part of delivering high-quality care in a beautiful, patient-friendly environment, have made this dream a reality,” said President Brian Sweeney. “When Kennedy merged with Jefferson four years ago, we knew this project was vital. I want to thank enterprise leadership for their dedication to bringing this beautiful hospital expansion to life. We followed through on our commitment to New Jersey and the community.”

The new hospital tower’s opening marked the conclusion of an overall \$222 million construction project. The first phase, completed in 2019, included a new 8-level, enclosed parking facility.

When designing the tower, patients’ and employees’ physical and emotional needs were at the forefront. Spacious, high-tech private rooms feature bedside control of lighting, temperature and window blinds, as well as electronic boards that keep patients and families informed. Installation of specialized air handling systems, ahead of the “COVID curve,” allows for isolation as necessary for patient and staff safety. In addition, beautiful spaces of solitude are on every floor, including the room of reflection and employee respite rooms aimed at offering rejuvenation.



“The nurses were excellent and very nice. Molly was a very friendly and kind woman.”



## A Sampling of Scholarly Activities Over the Past Year

### PODIUM PRESENTATIONS

**Vacca, M., Mapp, M., Burke, J., Vyas, N.M., Hiester, A. and Covone, K.** ID Week 2020. IDSA (Infectious Diseases Society of America) National Conference, "Reduction of Surgical Site Infections Post Cesarean Section through Implementation of Novel Evidenced Based Bundle" October 21-23, 2020, Philadelphia, virtual event.

**Griffith, C.** 3rd Annual New Jersey Neurovascular Symposium, "Pregnancy and Stroke with Case Presentation" November 16th-17th, 2020, virtual event.

**Burns, H., Cineas, N., Kaplan, J. and Myerson, S.** American College of Healthcare Executives of Event South Florida, "ACHE of South Florida, COVID-19: What We Learned: Staffing/ People Resources," November 19, 2020, virtual Educational

**Gaguski, M. and Bailey, C.** Oncology Nursing Society Congress 2021, "ONS Leadership: It's a Journey not a Race" April 20, 22, 27 and 29, virtual presentation.

### PUBLICATIONS

**Burke, Julia, MSN, RN, RNC-OB, C-EFM,** was a contributor to the following Nursing Text:

**Hart C. and Bell P.** (2021), Advancing Nursing Practice: Exploring Roles and Opportunities for Clinicians, Educators and Leaders, Wolters Kluwer, 588-590

### WEBINAR PRESENTATIONS

**Canonica, M. and Ervin, N.** Tipton Health Communications, November 10, 2020, "Stories from the Front Lines of the Pandemic," Webinar

**Burns, H.** ONL NJ 4th Annual Administrative (Evening/Night) Supervisor Virtual Conference, April 28, 2021, "Emotional Intelligence" Webinar

**Brencher, A., and Curcio, H.** Nursing Week Presentation: Jefferson Nurse Inspiring Innovation. May 13, 2021, "CAUTI Prevention: Implementation of the Buddy System and Foley Care Measures" Webinar

**Burke, J., MSN, RN, RNC-OB, C-EFM and Perry, E., RN, RNC-MNN.** Philadelphia. Nursing Week Presentation: Jefferson Nurse Inspiring Innovation. May 13, 2021, "Utilization of Dextrose Gel in the Management of Asymptomatic Neonatal Hypoglycemia" Webinar

### POSTER PRESENTATIONS

NICHE Annual Conference held virtually October to December 2020. Nurses Improving Care among Healthsystem Elders (NICHE), Poster presentation: "Development and Evaluation of a Nurse-Driven Early Systemic Inflammatory Response Syndrome (SIRS) Recognition Protocol on Hospital 30-Day Sepsis Readmissions in New Jersey Skilled Nursing Facilities." **Melissa Mordecai, DNP, APN, ACNP-BC and Susan Fulginiti, DNP, RN, NE-BC, RNBC**

NICHE Annual Conference held virtually October to December 2020. Nurses Improving Care among Healthsystem Elders (NICHE), Poster presentation: "Development of a Nurse Practitioner – Health Coach Model for the Medically Complex Homebound Patient"; **Melissa Mordecai, DNP, APN, ACNP-BC and Amanda Davis, MSN, APN, FNP**

28th National Evidence-Based Practice VIRTUAL Conference, April 14 and 15, 2021, "CAUTI Prevention: Implementation of the Buddy System and Evidenced-based Foley Care Measures," electronic EBP poster presentation, **Margaret Rosso, MSN, RN, NE-BC, OCN, ONC, RN-BC and Alison Brencher, BSN, RN**

Oncology Nursing Society Congress April 22, 2021, "Tales of Telehealth and Other Virtual Success Stories: Delivering Cancer Care during the COVID-19 Pandemic." **Michele E. Gaguski, MSN, RN, AOCN, NE-BC, APN-C, Margaret Mackiewicz BSN, RN, CPN, Kathleen Solari, BSN, RN, OCN and DeAnnette Stanton-Cross, BA OPN-CG**

### AWARDS

**Melissa Mordecai, DNP, APN, ACNP-BC and Susan Fulginiti, DNP, RN, NE-BC, RNBC** awarded the 2020 NICHE ABIM Trailblazer Award for the project "Development and Evaluation of a Nurse-Driven Early Systemic Inflammatory Response Syndrome (SIRS) Recognition Protocol on Hospital 30-Day Sepsis Readmissions in New Jersey Skilled Nursing Facilities."

## Clinical Needs Assessment Results

In 2019, we conducted a Clinical Needs Assessment. Those results translate into action directing educational programs, skills, presentations, continuing education credits, and professional development. Each category has two or three topics that surface as the highest priority and programs were built around those results. The following represents a selection of activities conducted during late 2020 and through 2021:

### IN THE CATEGORY OF EFFECTIVE COMMUNICATION & RELATIONSHIP BUILDING:

- Communication Styles – Delegation & Critical Thinking Class; Preceptor Class – (2021 redesign)
- Interprofessional Communication – Schwartz Rounds Series
- Conflict Resolution: Delegation & Critical Thinking Class; Preceptor Class; Workplace Violence Prevention CBLs; Handle With Care Class

### IN THE CATEGORY OF PATIENT SATISFACTION:

- Service Recovery: What Nurses Can Do AND Understanding & Improving Press Ganey & HCAHP – Leadership Rounding Project; Patient-Centered Bedside Reporting Project

### IN THE CATEGORY OF PATIENT/FAMILY ENGAGEMENT:

- Engaging Patient & Family in the Development of Plan of Care – Plan of Care CBLs for Epic; Plan of Care Tip Sheets; Plan of Care Update Presentation

### IN THE CATEGORY OF MEDICATION SAFETY:

- Safe Medication Administration: IV Therapy Class redesign; Antibiotic Stewardship
- New Trends in Medications & Delivery – Pharmacy Lunch & Learns; Nursing & Pharmacy Leadership Diversion CBL & Question & Answer Session

### IN THE CATEGORY OF DIVERSITY & CULTURE:

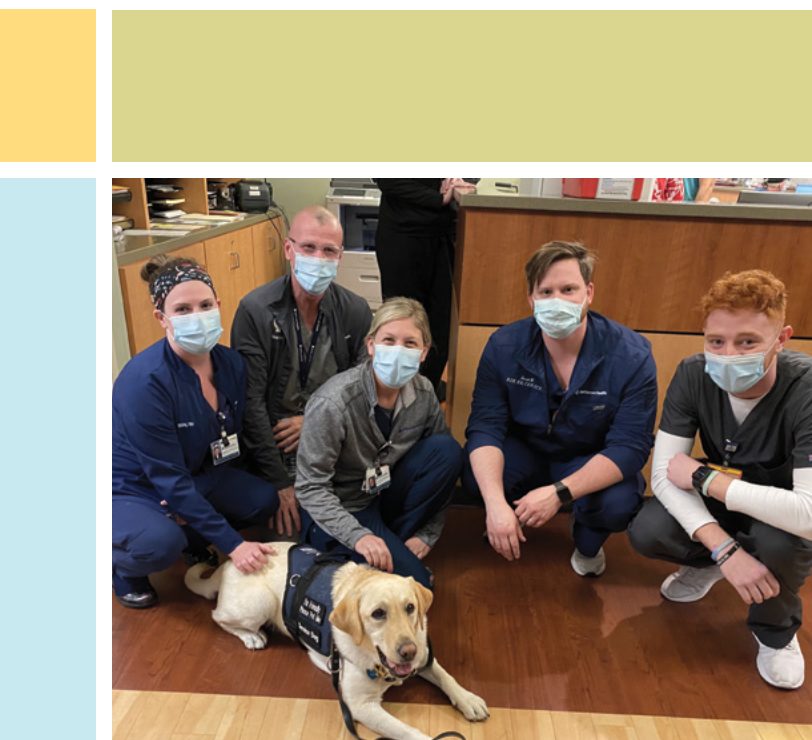
- Impact of Diversity in Healthcare: Patient/Family/Peer – Enterprise Diversity, Equity & Inclusion Series: 5 CBLs
- Generational Diversity: Enterprise Nursing Orientation Day topic
- Caring for the LGBTQ Community: Sensitivity & Awareness Sessions



“Shirley, RN, and Amanda, RN, (night shift) exceeded my expectations—Both nurses are truly an asset to the ER.”



# Nurses' Week 2021



“Can't say enough good things about the nurses, especially Frank and Danielle. We were lucky they were there!”





NEW JERSEY DIVISION

