

WellSpan Surgery and Rehabilitation Hospital Nursing Annual Report

Fiscal Year 2018



WellSpan.org



Stewardship

Working as One

Respect

Integrity

Innovation

Continuous Improvement

Patient and Family Centered

Welcome to WellSpan Surgery and Rehabilitation Hospital Nursing!

Transformational Leadership

Transformational leadership reflects a visionary and strategic approach to leading nursing services. A transformative leader advocates for resources that support organizational, department and unit goals. Bidirectional, open communication and leader visibility ensures nurses throughout the organization have the ability to provide their expertise and insight into decisions that affect nursing practice. The transformational nurse leader sets the stage for nursing excellence.



Dear Colleagues,

I am proud to share with you WellSpan Surgery and Rehabilitation Hospital's Annual Nursing Report for fiscal year 2018. This annual report illustrates the initiatives that sustain and foster the growth of our professional practice environment.

The foundational characteristics of our professional practice model are: professionalism, pride, passion, advocacy, growth and interdisciplinary relationship-based care. Our culture fosters continuous improvement and our hospital serves as an incubator for innovation. Nursing professionalism is supported by shared decision making, evidence-based practice, an RN salaried model and support for continuous professional development.

We are on our Magnet® journey and continue our pursuit of excellence as Partners in Care in our interdisciplinary patient centered model. Together we endeavor to build upon our achievements as demonstrated by our accreditations and recognitions in DNV, Press Ganey, HIMSS and CARF.

Our patients select us because they need our care. Every day, each one of you provides evidenced-based, quality care to each and every one of our patients. Our work can be demanding but it is truly a privilege and rewarding. On behalf of the Nursing Leadership team here at WellSpan Surgery and Rehabilitation Hospital, I want to thank you for all you do for our patients and our community. Thank you for your professional, scholarly work that contributes to the body of nursing knowledge.

I hope you enjoy reading about the great work our nurses have been involved in this past year. Looking to the year ahead, we will face challenges and change that we will embrace as opportunities for growth, continuous improvement and innovation.

Please join me in recognizing the elite WellSpan Surgery and Rehabilitation Hospital nurses who flourish in a setting that enables them to practice at the highest level of their license. I am privileged to be a part of a hospital that is a destination for orthopedic, neurosurgical and rehabilitation nurses. I cannot be prouder to serve as your leader.

Sincerely,

Rosa Hickey, MSN, RN, NEA-BC
Director, Patient Care Services
Chief Nursing Officer, WellSpan Surgery and Rehabilitation Hospital

WellSpan Surgery and Rehabilitation Hospital Nursing Strategic Plan: 2017-2019

WellSpan Health Mission: Working as one to improve health through exceptional care for all, lifelong wellness and healthy communities.

WSRH Nursing Vision: By nurses caring for each other, we can deliver patient-centered, collaborative care in a supportive, interdisciplinary environment to achieve exemplary patient outcomes.

WSRH Nursing Values: Patient and Family Centered, Working as One, Respect, Integrity, Continuous Improvement and Innovation, and Stewardship

WSRH Nursing Strategic Priorities: Patient Experience, Employee Engagement, Practice and Quality, and Professional Development

Goal #1

Patient Experience

Excellence - every patient, every day, every time

Goal #2

Employee Engagement

Wanting to come to work each day to give your absolute best

Goal #3

Practice and Quality

Safe, timely, efficient, effective, equitable, patient-centered care (IOM principles)

Objectives:

1. Meet and/or exceed system patient experience goals.
2. Culturally embed caring behaviors in staff to promote the optimal patient experience.

Objectives:

1. Model cultural pillars in every interaction.
2. Receive and respond to staff feedback through leadership rounding.
3. Promote and facilitate continuous learning and improvement.

Objectives:

1. Encourage and empower evidence based practices.
2. Facilitate nursing-led protocols to promote autonomy in practice.

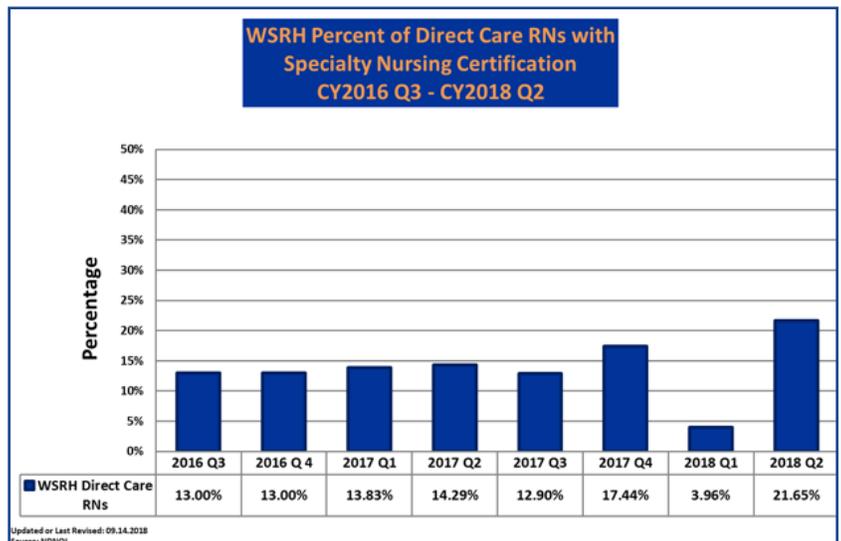
WSRH Nursing Philosophy: Nurses are lifelong learners who value continued professional development and education. Nurses are role models in honesty, trust, responsibility, upholding human dignity, ease of human suffering and equality of all patients.

Structural Empowerment

Structural empowerment defines the structure and process of nursing shared decision making and interprofessional collaboration. Opportunities are available for nurses to interact with their healthcare colleagues to support the provision of exemplary patient care across all settings. Empowerment of nurses is through professional development opportunities that include continuing education and specialty nursing certification. Professional nurses are dedicated to the well-being of the patient, family and community and they are recognized for their commitment.

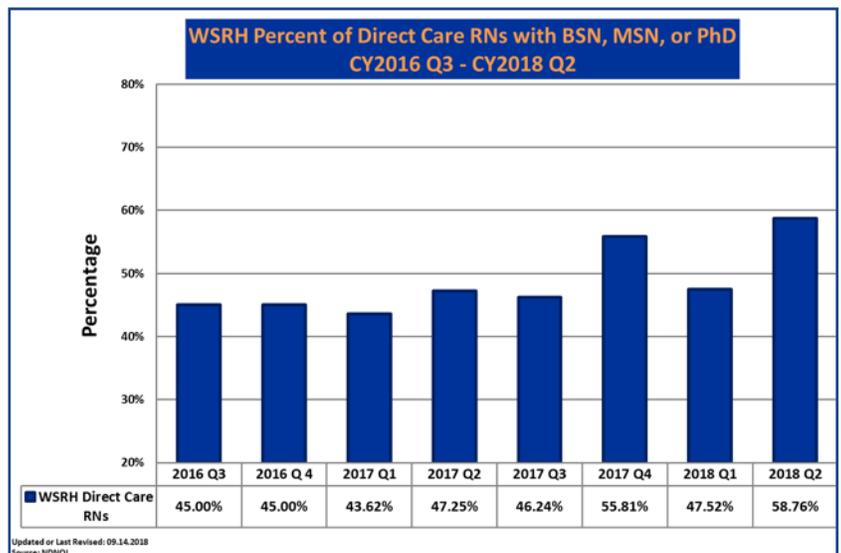
Professional Development Certification Goal

The number of WSRH direct care nurses holding national nursing certifications continues to increase. The WSRH certification goal for calendar year 2018 is 20%. Nurses, patients and families, and employers all benefit from certification through demonstrated experience, knowledge and skills that contribute to an environment of professionalism and retention.



Professional Development: BSN toward >80% goal report-out

The number of WSRH direct care nurses with a BSN, MSN, or PhD continues to increase. The WSRH professional development goal for calendar year 2018 is 55%. Advancing nursing professional development is linked with improved patient outcomes and increase the scope of practice.



Structural Empowerment

Recognizing Nursing Excellence: The 2018 Lisa Leaman Award



Traci Volmer, MSN, RN, CRNP

The Lisa Leaman Award is an annual nursing recognition award presented at WSRH in memory and honor of Lisa Leaman, an RN who worked on the WSRH Post-Surgical Unit. Lisa will always be remembered for her continuous smile and her generous spirit. Patient advocacy was at the core of her nursing practice. She was also an amazing team member, caring for her coworkers

both professionally and personally. This award is to honor a nurse who upholds Lisa's standards of patient care and professionalism.

Traci Volmer, RN, was named the 2018 recipient of the Lisa Leaman Award. Lisa was nominated for her unwavering patient advocacy and her dedication to continuous professional development. Traci goes above and beyond to ensure her patients' needs are met. The empathy and respect Traci demonstrates toward her patients enables her to gain their confidence and trust. Traci recently received her MSN and Nurse Practitioner certification and will continue to advocate for her patients in her new role.

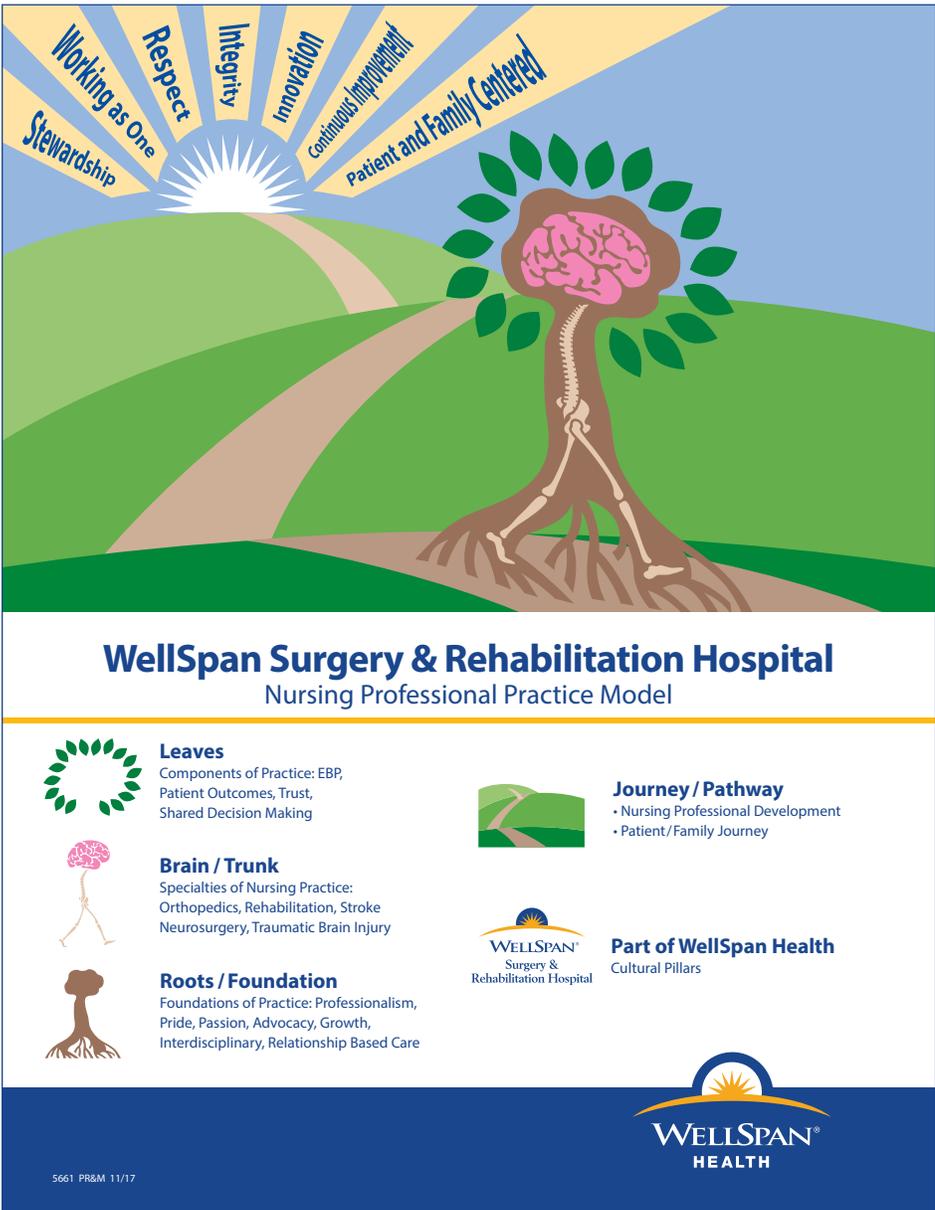
WSRH in the Community

In September 2018, several WSRH nurses, staff, and family members demonstrated community support and joined together for the 2018 American Heart Association Heart and Stroke Walk. The Heart and Stroke Walk is the American Heart Association's premier event for raising funds to save lives from this country's No. 1 and No. 5 killers - heart disease and stroke. A great time was had by all as the team walked to raise money for this worthwhile cause.



Exemplary Professional Practice

Exemplary Professional Practice outlines the nursing professional practice model that describes what it means to be a professional nurse at WellSpan Surgery and Rehabilitation Hospital. Nursing excellence is the heart of nursing. Autonomous nurses work within the full scope of their practice and diligently persevere to provide safe, timely, effective, efficient, equitable care to the WellSpan community. An exemplary professional practice environment promotes retention of a highly engaged and satisfied nursing workforce.



What is a Professional Practice Model (PPM)? Professional Practice Models provide a visual representation of our nursing practice. The model includes values and goals that define the professional nursing identity and captures the professional elements and relationships that define the complex role of the nurse.

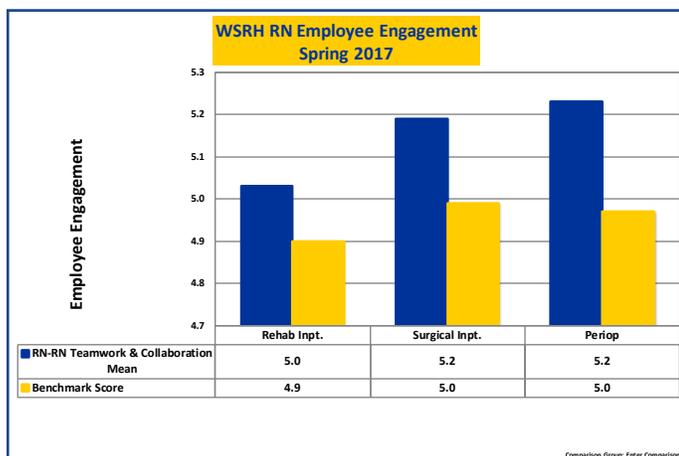
Why is it important? A PPM unifies nursing practice at WSRH by depicting how we practice, collaborate, develop professionally, and provide exceptional care to our patients, families, and communities.

Who was involved in the development? In May of 2016, nurses from each unit began to explore what it means to be a WSRH nurse, thus beginning discussions in to WSRH Nursing Vision, Mission, Philosophy and the PPM. The WSRH Leadership and Professional Development Council served as the guiding and approval body for the final model. The final model was published in May of 2017 during Nurses Week.

Exemplary Professional Practice

RN Engagement: RN-to-RN

In the spring of 2017, the WSRH nursing team had the opportunity to complete an Employee Engagement survey. In the WSRH Nursing Professional Practice Model, nurses exemplify relationship based care for their patients and one another, and pride and passion in the roots/foundation of their professional practice – and it shows. In the Employee Engagement survey data, each WSRH nursing area outperformed the benchmark for RN-to-RN teamwork and collaboration.



WSRH Nursing Peer Feedback Enhancements

Nurses at WSRH are lifelong learners who value continued professional development and education. Peer feedback provides nurses with the opportunity to evaluate current practice against organizational and professional standards. The members of the WSRH Leadership and Professional Development Council have been working hard on incorporating best practices for a new peer feedback process.

- **May 16, 2017:** WellSpan York Hospital nurses Deb Lampo, MSN, RN, CNML, NE-BC & Stacy Barns, RN came to the Leadership and Professional Development Council to discuss the peer feedback process. Members received articles (key evidence) and Hershey Medical Center's Peer Review Packet to read/review and discuss.
- **June 20, 2017:** Members of the committee broke down the information from the articles from the previous meeting for review as a committee. Via collaboration between the nursing staff and the leadership team, it was decided to move forward with modifying the current peer review process for WSRH.
- **August 15, 2017:** Committee brainstormed barriers to peer feedback.
- **September 2017- February 2018:** Draft template to guide peer feedback conversations begins.
- **March 2018 – April 2018:** LMS for peer feedback education created.
- **May-August 2018:** Additional formatting of the WSRH Peer Feedback template based on team feedback.
- **September-November:** Finalization of LMS and standard work creation begins.

This new peer feedback process will help to enhance the opportunity for routine evaluation of professional practice via collaborative conversation. By nurses caring for each other, we can deliver patient-centered care in a supportive, interdisciplinary environment to achieve exemplary patient outcomes.

Thank you to our WSRH Leadership and Professional Development Council clinical team members: Alicia Hunt, Pamela Jennings, Carrie Knaub, Terri Masemer, Deborah Sheridan, and Kimberly Urenko.

Exemplary Professional Practice

Press Ganey Pinnacle of Excellence Award and Guardian of Excellence Award

WellSpan Surgery and Rehabilitation Hospital has been named a 2017 Pinnacle of Excellence Award® and 2017 Guardian of Excellence Award® winner for patient experience by Press Ganey, a leading health analytics firm.

As a 2017 Pinnacle of Excellence Award winner, WellSpan Surgery and Rehabilitation Hospital joins an elite group of approximately 30 hospitals nationally to receive the honor for patient experience. The award, which is presented for maintaining consistently high levels of excellence for three years in inpatient care, places the hospital in the top three of similar-size facilities.

In addition, this is the second consecutive year the hospital has received the Guardian of Excellence Award, which recognizes top-performing health care organizations that have consistently achieved the 95th percentile or above of performance for each reporting period during the course of one year.

WellSpan Surgery and Rehabilitation Hospital is one of just a handful in the state to receive the Guardian of Excellence Award. The awards are nationally-recognized symbols of achievement in health care.

In November 2018, we received notification that WSRH was the only hospital in Pennsylvania to take home the prestigious patient experience award this year. The York County hospital is the only one in the state to earn the 2018 Pinnacle of Excellence Award. It's awarded for maintaining high levels of excellence over the past three-year period in patient experience.



New Knowledge, Innovations and Improvements

Nurses rely on new knowledge, innovation and improvements to integrate evidence-based care into practice. Infrastructures are present to support advancement of nursing research, evaluation and use of evidence-based practice, and innovation. Nurses are called to provide their expertise in the design and implementation of technology and workflow improvements that lead to better care and work environments.

WellSpan Surgery and Rehabilitation Hospital Nurses Demonstrate Research and Evidence-Based Practice

Ashley Knipel, ST, RN, BSN, Operating Room clinical nurse, completed a research project titled "Skin Tears When Prone Positioning in the Operating Room". This innovative topic was conducted in via an Institutional Review Board (IRB) approved pilot study with a descriptive design. As the principal investigator, Ashley engaged 5 acute care hospitals in the study.

Ashley investigated 143 patient charts in which an SRS report was completed for patients with a skin tear. Additionally, Ashley distributed a survey to the acute care hospital managers and coordinators to further investigate orthopedic and spine surgery skin tear events between January 1, 2016 to December 31, 2017.

Ashley's findings included that of patients with skin tear events:

- 31% had an orthopedic procedure
- 21% had a spine procedure
- 2% had a neurosurgical procedure
- 46% had a different surgical procedure or were a patient on the floor with a skin tear

Per AORN guidelines, any patient that is over 77 pounds that is being positioned from a supine to prone position should be moved with 4 caregivers. If a patient has a skin tear, the caregiver that discovers it must complete an SRS report. With these and other best practice findings from her research, Ashley is actively disseminating this exciting project and impactful findings on the local and national level.

Kathy Warehime, RN, CRRN, CBIS, Rehabilitation Unit clinical nurse, participated as the WSRH entity WellSpan Health Nursing Evidence-Based Practice (EBP) Fellow in 2018. As an EBP Fellow, Kathy conducted an EBP project using the Johns Hopkins Nursing Evidence-Based Practice Model, engaging a multidisciplinary team through the EBP process. Through a comprehensive literature search, Kathy and team analyzed the evidence surrounding caregivers, workplace violence, and best practice interventions in these areas within the brain injury patient specialty.

Brain injury unit staff are trained how to limit agitation and de-escalate patients in a confused state. Some family members interact with these patients in a stimulating manner that places family, patient and most often staff at risk of injury. Contributing factors to overstimulation by families include: lack of brain injury education, lack of advocacy skills, dysfunctional family dynamics, dysfunctional family problem solving/communication and family stressors.

Evidence to support families varied from such interventions as: brain injury family intervention program, advocacy training from Brainline.org and problem-solving therapy/ interventions. There was emphasis on identification of caregiver burden and emotional functioning, effective communication, negotiating and self-advocacy. No one intervention was consistently supported across the evidence, resulting in the initiation of a research project.

The purpose of the research project is to evaluate the effect of a standardized interdisciplinary caregiver team meeting within 72 hours of admission compared to usual care on caregiver readiness for caregiving. Creating a successful family/caregiver meeting intervention will also support WellSpan's 2019 Wildly Important Goal of "Know Me". This exciting research project will be moving forward in to 2019 with **Andrea Harnish, BSN, RN, CRRN, CBIS** as the principal investigator and Kathy as the co-principal investigator.

WellSpan Surgery and Rehabilitation Hospital Nurses: How do you define nursing excellence?



**Megan Harman,
RN**

"Excelling in everyday nursing, going above and beyond for your patients. Following the ANA code of ethics."



**Kathy Snyder,
BSN, RN**

"Provide excellent physical, emotional, psychological care to your patients. To support them where they are at in their journey towards health"



**Tiffany Robinson,
BSN, RN, CRRN**

"Feeling supported by co-workers and leadership to promote professionalism while going above all the expectations to put the patient first and meet the unique needs of our patient population."



**Evelyn Singleton,
LPN**

"Being confident in your role as a nurse with your skills and with your education. To continue to seek education."



**Elizabeth Ricke,
BSN, RN, CPAN**

"Nursing is challenging and fulfilling."



**Pamela Jennings,
RN, CRRN**

"Opportunity to practice to the full capacity of nursing, including but not limited to: developing evidence-based practice, continuing education, staff/patient ratio beneficial to both patient-centered care and nursing, supportive management, and autonomy."



**Krista Ritchey,
ASN, RN, CMSRN**

"Do small things with great love." – Mother Teresa



**Amber Street,
RN**

"Having the confidence in yourself to know that you are doing your very best for not just your patient but your coworkers as well - you will always be the best nurse you can be."



**Beth Clark,
BSN, RN**

"Every day excellence."



**Rebekah Kirouac,
BSN, RN, CNOR**

"Nursing excellence to me as an operating room nurse means advocating on behalf of the anesthetized patient at their most vulnerable time by being their eyes, their ears, their feeling while they aren't able to utilize their own senses. It means caring for each patient as I would want my loved ones cared for."

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