A Journey Towards Cultural Transformation, Empowerment and Autonomy

Valerie Hardy-Sprenkle, vice president, patient care services and chief nursing officer, York Hospital

It is my privilege and honor to serve as the vice president of patient care services and chief nursing officer at York Hospital – which is where I believe we have the BEST nurses in the state of Pennsylvania. In my eight-year tenure, I have been incredibly impressed with the excellence in professional practice, compassion, commitment, energy and innovation I see within our talented nursing staff – which makes York Hospital a destination for nursing practice. As I worked with so many of you in compiling this report, I was reminded of the value and contributions that our nursing staff make each and every day to the profession of nursing, to our patients and to our health care colleagues at York Hospital.

I am so very proud of you and genuinely thank you for your support, commitment and hard work in helping us achieve outstanding outcomes and accomplishments. I am very excited about our commitment and focus on incorporating evidence into our nursing practice and encouraging research, which ensures the highest quality care for our patients.

This year we have continued to work toward actualizing our nursing vision for York Hospital – more specifically - “to build and strengthen a professional practice environment for our clinical nursing staff.” While we have experienced challenges along the way, we have continually found creative solutions to move beyond them and build a strong foundation for our nursing professionals. I’d like to highlight a few of this year’s accomplishments.

Nursing Vision:
To build and strengthen a professional practice environment for our clinical nursing staff which fosters:

- Patient-centered care
- Safety and quality-focused patient care built on evidence-based practice
- Mutually respectful and collaborative interdisciplinary relationships
- Autonomy, empowerment and accountability
- Professional development, education and clinical advancement
- Nursing leaders who are mentors, coaches, risk-takers and servant leaders

- Patients were successfully transferred to the second, third and forth floors of the new patient care tower - culminating five years of work by our staff design teams and unit-user teams. Staff was added, RN/patient ratios were improved and staff transitioned from a centralized to a decentralized, patient-centered geography.
- RN/patient ratios were improved on multiple medical, surgical and cardiovascular inpatient units, decreasing the number of patients to which a RN is assigned.
- Linda C. Pugh, RNC, PhD, FAAN, York Hospital’s first director of evidence-based practice/nursing research, was hired.
- In response to the recommendation from the PI/Research council, a sixth Shared Decision Making Council was created – the Evidence-Based Practice/Nursing Research Council. A genda includes time for a business meeting, education hour, public consultation time and journal club.
- Shared Decision Making has continued to mature and grow, with a focus on enhanced communication. Dereen Houck, RN, BSN accepted the position as the SDM newsletter editor in Fall 2005, and has done an outstanding job in updating the look and content of the monthly publication.
- The Education Council requested ownership for the planning and execution of Nurses Week activities. This change will increase clinical nursing staff involvement in these critical recognition and celebration activities. Please thank the Education Council for all you will experience during Nurses Week 2006.
CareDoc, the Cerner Millenium nursing documentation application, “went live” on November 1, 2005. Culminating two years of design work by our nursing team, significant changes were implemented in how we do our work and document our practice.

Substantial focus was placed on nursing leadership development through the four-part Nursing Leadership Academy, the Center for Frontline Nursing, the VHA five-part Nursing Leadership Excellence series, as well as, bringing in nationally known speakers on topics such as leading in a shared decision making environment and peer review.

Incredible commitment and hard work continued throughout the year, especially during the challenging days and weeks in the “Red Zone” and in assisting with the opening of additional beds on T3 and 4 SW/4 M ain to accommodate additional patient volume.

Members of the nursing staff volunteered their services during the natural disasters of the 2004 tsunami, Hurricanes Katrina and Wilma, medical mission trips to Honduras, Africa, India, Ecuador, Guatemala – to name a few – as well as right here in the York community.

After meeting with 19 nursing stakeholder groups over three months, a consensus was reached to embark on the journey toward becoming a Magnet hospital. Many areas of strength and success were identified as well as areas of focus to become an even stronger professional practice organization.

I want to thank you for the honor of working with you and for walking with you through our journey toward cultural transformation, empowerment and autonomy for the professional practice of nursing at York Hospital. You are the best – the greatest – and I thank you.

Valerie S. Hardy-Sprenkle RN, MPH, CNAA, CHE

Nurses Striving for Autonomy, Empowerment and Accountability

Strengthening Our Professional Practice Environment – Our Journey to Magnet

Over the past several years, nursing leadership has implemented building blocks to grow the environment for professional nursing practice. These include: a revamped clinical ladder, an empowerment/shared decision making model at the unit/service line/hospital levels, internship and externship programs, multiple supplemental staffing programs, a commitment to education, enhanced recognition and celebration of the professional accomplishments of our nursing staff, adoption of evidence-based practice, creation of the EBP/Nursing Research Council and hiring our first PhD Nurse Researcher, Linda C. Pugh, PhD.

We have embraced an integrated, comprehensive, “blueprint” for our professional practice environment - The 14 Forces of Magnetism developed by the American Nurses Credentialing Center (ANCC). Magnet forces epitomize what we’re doing and pull everything together under one umbrella.

The 14 Forces of Magnetism are now the pillars of the nursing practice environment at York Hospital. In reality, some of these pillars are extremely strong in our organization and others need strengthening. Best practices exist to varying degrees in all these pillars. On the horizon, there are several milestones for us to reach for as we strive towards Magnet and beyond. These include:

- Incorporation of the 14 Forces of Magnetism into our professional practice infrastructure and framework
- Application for Magnet hospital designation
- Achievement of Honor Roll of Nursing Excellence – Magnet designation
- Continuation of the journey toward leading edge nursing excellence and becoming the employer of choice

We are excited about who we are – the talent and professionalism that is York Hospital Nursing. And, we are excited about who we can become – lifelong learners striving for the next level of excellence.
The 14 Forces of Magnetism

Force 1: Quality of Nursing Leadership
Nursing leaders are perceived as knowledgeable, strong risk-takers who follow an articulated philosophy in the day-to-day operations of the nursing department. Nursing leaders also convey a strong sense of advocacy & support on behalf of the nursing staff.

Force 2: Organizational Structure
Organizations are characterized as flat, rather than tall, structures in which unit-based decision-making prevails. Nursing departments are decentralized with strong nursing representation evident in the organizational committee structure.

Force 3: Management Style
Organization and nursing administration use a participative management style, incorporating feedback from staff at all levels.

Force 4: Personnel Policies and Programs
Personnel policies are created with staff involvement, and significant administrative and clinical promotional opportunities exist. Salaries & benefits are characterized as competitive.

Force 5: Professional Models of Care
Models of care are used that give the nurse the responsibility and authority for the provision of patient care. Nurses are accountable for their own practice and are the coordinators of care.

Force 6: Quality of Care
Nurses perceive that they are providing high-quality care to their patients.

Force 7: Quality Improvement
Staff nurses participate in the quality improvement process and perceive the process as one that improves the quality of care delivered.

Force 8: Consulting and Resources
Knowledgeable experts, particularly advanced practice nurses, are available and used.

Force 9: Autonomy
Nurses are permitted and expected to practice autonomously, consistent with professional practice standards. Independent judgement is expected to be exercised within the context of a multidisciplinary approach to patient care.

Force 10: Community and Healthcare Organizations
A community presence is seen in a variety of ongoing, long-term outreach programs.

Force 11: Nurses as Teachers
Nurses are permitted and expected to incorporate teaching in all aspects of their practice.

Force 12: Image of Nursing
Nurses are viewed as integral to the organization's ability to provide patient care services. The services provided by nurses are characterized as essential by other members of the healthcare team.

Force 13: Interdisciplinary Relationships
Interdisciplinary relationships are characterized as positive. A sense of mutual respect is exhibited among all disciplines.

Force 14: Professional Development
Significant emphasis is placed on orientation, in-service education, continuing education, formal education & career development.

(Source: American Nurses Credentialing Center)

Shared Decision Making Accomplishments

At York Hospital, clinical nursing staff have been involved in making decisions which impact their practice for several years. Whether it be the Nursing Clinical Council of the late 1990’s, the clinical staff who redesigned the clinical ladder in 1999, the staff who designed the patient care tower from 2000-2005, or the shared decision making design team of 2002-2003, staff nurse input has been heard and valued at the hospital, service line and unit levels.

The York Hospital shared decision making model continues to grow and mature. The journey has not always been smooth or easy, but the vision of strengthening the professional practice environment for our nursing staff continues to be our compass.

Starting on page 4 are the leaders (chairs and members) of Shared Decision Making at the hospital council level along with the accomplishments of the respective councils for 2005.
Coordinating Council

Valerie S. Hardy-Sprenkle is chair of the York Hospital Nursing Coordinating Council and has been vice president of patient care services since 1998. Prior to joining WellSpan Health, Valerie spent 18 years in nursing leadership positions including vice president and clinical director. She received her bachelor’s degree from University of Delaware, master’s from Johns Hopkins University and has been certified in nursing administration/advanced since 1985. She is former president of the Iota Epsilon chapter of Sigma Theta Tau.

2005 Coordinating Council Accomplishments

- Achieved consensus to pursue Magnet hospital status via meeting with 19 nursing stakeholder groups
- Chartered York Hospital’s first Evidence-Based Practice/Nursing Research Council with accompanying new nurse researcher position and budget support
- Worked with information services to enhance and update the internal and external nursing website
- Sponsored 16 members of the nursing staff to attend Magnet hospital conferences
- Revised and updated all Shared Decision Making Council accountabilities and increased RN membership
- Participated in WellSpan Health system-wide nursing strategic planning session
- Participated in the successful Department of Health survey
- Educated council on review and analysis on National Database of Nursing Quality Indicators (NDNQI) and how York Hospital benchmarks with 836 hospitals across the country
- Produced the second Nursing Progress Report
- Designed and implemented the shared decision making logo pin that is distributed to staff who have served on hospital or service line councils

Education Council

Sharon Gates is chair of the York Hospital Nursing Education Council. She has worked in a variety of healthcare settings over her 25-year career and is currently a Clinical Nurse III in the GI lab. In 2004 she became certified in gastroenterology and is currently a member of the Society of Gastroenterology Nurses and Associates.

2005 Education Council Accomplishments

- Presented Shared Decision Making at York Hospital during Career Day in November 2005 and April 2006
- Provided link on INET for nursing certification
- Reviewed and revised education policies and procedures
- Presented “The Personal Side of Gastric Bypass” at Nursing Grand Rounds in October 2005
- Created a needs assessment for Shared Decision Making Leadership Class
- Provided 2005 Shared Decision Making Leadership Class to over 50 participants and utilized needs assessment information in planning the June 2006 program
- Provided re-education of staff on two patient identifiers for blood administration
- Planned and facilitated the activities for 2006 Nurses Week which include JDS, Professional Day, Clinical Excellence and Kitty Reisinger Awards and Luncheon, Clinical Excellence Dinner and Annual Staff Meeting
- Identified education needs from Magnet gap analysis and created a plan to address
- Created a self-learning packet on “tight glycemic control”
• Provided education on restraint policy changes and competency update on LMS
• Planned upcoming Nursing Grand Rounds on performance improvement, palliative care, and pain management

Evidence-Based Practice/Nursing Research Council

Sheree Seben is the chair of the York Hospital Nursing Evidence-Based Practice/Nursing Research Council and has been employed at York Hospital for 17 years. She is an experienced critical care nurse and currently works as a Clinical Nurse III in the coronary care unit. Sheree received her diploma in nursing from Lancaster General Hospital School of Nursing, her bachelor’s degree from the University of the State of New York, and her master’s degree from Villanova University. She served as co-chair of the Nursing Clinical Council from 2001 to 2003 and the chair of the Performance Improvement/Research Council from 2003 to 2005. She was the recipient of the 2005 York Hospital Nursing Excellence in Caring and Practice Award for nurse researcher. Sheree is past vice-president of the Eta Eta Chapter of Sigma Theta Tau International and an examination item reviewer for the National Council of State Boards of Nursing.

2005 Evidence-Based Practice/Nursing Research Council Accomplishments

• Established Evidence-Based Practice/Nursing Research Council design team
• Created Evidence-Based Practice/Nursing Research Council mission and vision
• Hired first PhD nurse researcher
• Evidence-Based Practice/Nursing Research Council charter approved by Coordinating Council
• Planned innovative format of council activities - including education session, public consultation and journal club
• Planned education agenda for first six months
• Recruited council members
• Compiled list of both current and planned research activities
• Evaluated and adopted the Johns Hopkins evidence-based practice model
• Created nursing research budget to support evidence-based practice

Leadership Council

Roxie Cooley is chair of the York Hospital Nursing Leadership Council and has been a nurse for 22 years. The majority of her career has been in emergency nursing and she spent 10 years in management positions prior to joining WellSpan. She is currently an administrative coordinator and recently became co-manager of the central resource team. Roxie has been certified in emergency nursing since 1987 and has certification in nursing management from the Pennsylvania State University.

2005 Leadership Council Accomplishments

• Revised and implemented the weekend and holiday make-up policy to allow the individual unit to develop their own plan within the guidelines established by Leadership Council
• Approved the implementation of Open Heart ICU becoming a “closed unit”
• Provided education for the Leadership Council on NDNQI data and ongoing review of data related to staffing, nursing hours per patient day, agency use, RN certification
• Reviewed ANA Principles of Nurse Staffing and incorporated into the nursing practice at York Hospital
• Explored and revised the RN/LPN license renewal process; developed expectations of the licensed professional to maintain and provide a current license
• Participated in the decision to pursue Magnet status at York Hospital
• Transitioned the responsibility of Nurses Week activities to the Education Council with the goal of involving more staff nurses
• Directed authority to the Performance Improvement Council to hold individual units accountable to JCAHO/DOH expectations of standards of practice
• Requested that each nursing unit develop educational guidelines for the utilization of their educational budget for nursing education and certification
• Reviewed current strategies and development of new initiatives to promote RN recruitment to the Central Resource Team
• Sponsored staff nurse members to attend the WellSpan leadership forum with guest speaker Mary Jo LaVerde

Performance Improvement Council

Stacey Warfel is chair of the York Hospital Nursing Performance Improvement Council. Stacey graduated with her bachelor’s degree from York College and began her career at York Hospital in 1988. She has worked in the Neonatal ICU since 1989 and has been chair of their PI committee for the past 14 years.

2005 Performance Improvement Council Accomplishments
• Revised the mission and vision statement to reflect council changes and the creation of the Evidence-Based Practice/Nursing Research Council

Practice Council

Beth Ann Allison is chair of the York Hospital Nursing Practice Council and is a 23 year veteran of York Hospital. Beth Ann received her bachelor’s degree from York College and has worked in the Neonatal ICU since 1985. She has held the position of director-at-large for the National Association of Neonatal Nurses and has held various leadership positions at the local chapter of neonatal nurses.

2005 Practice Council Accomplishments
• Participated in evaluation of numerous products and equipment to enhance care and improve patient safety. Implemented improved process of data collection for evaluation of product changes.
• Initiated the decommissioning of the latex cart and added filter needles to unit stock for all areas.
• Recommended and participated in the development of central line carts, thus re-using the former latex carts.
• Collaborated with pharmacy on a variety of issues including: development of the medication reconciliation form and process; pre-printed DVT order sets; vaccine orders.
and procedure; procedure for use of Protonix for insulin drips
• Reviewed practice for crash cart checks and established procedure for consistency across all units
• Reviewed National Patient Safety Goals and recommended standardized approach for hand off communications-taped report for four hour shift and unit-to-unit report when primary nurse is off the unit
• Reviewed and revised all nursing policies and procedures and developed new policies based on identification of needs

Nurses Providing Patient Centered Care

Moving Towards the Future...From a Nurse’s Perspective

After months of anticipation, several of the nursing units relocated to a new home in 2005. Within one summer week, Cardiovascular Services and Women and Children Services moved into the newly constructed patient care tower. Surgical Services moved to their new home in October.

While the move brought a bright, state-of-the-art clinical environment, it also brought apprehension and uncertainty as nurses had to learn how to function in the new space. Work processes and communication patterns needed to change to adapt to the new geography.

The new areas prove to be light, bright, clean and spacious. The décor of the new space has provided a homier, less clinical feel. Because the tower is self-contained, regardless of the amount of activity, there is always a sense of quiet and peacefulness.

As a result of the decentralized design of the units, the patient experience has improved due to private rooms and the patient-centered care approach. This has also had a very positive impact on patient placement and care collaboration. Families now report feeling a part of the patient’s experience in care planning. The new nurse call system has improved communication with physicians and other disciplines and has facilitated a quicker response to patient needs.

Additional budgeted positions for licensed and unlicensed nursing staff were approved for each of the three units, resulting in improved RN/patient ratios and management of patient care workload.

Staff nurses played an integral role in the planning and design of the new facility. From the beginning, nurses voiced their ideas for a decentralized and patient-centered design. The input of the nursing staff proved invaluable. When the time comes to add an additional six stories, nursing staff will again be involved—sharing ideas and reflecting on the development and construction of the first four stories.

Millennium Care-Doc Project

On November 1, 2005, York Hospital instituted the first components of electronic nursing documentation and a new order entry system. The implementation was the result of more than a year of work from a group of nurses, ancillary and IT staff. The project was a collaborative effort between York Hospital and Gettysburg Hospital staff as the two groups developed forms and processes to meet the needs of both organizations.

At go-live, York Hospital staff was supported by more than 100 clinical SuperUsers plus 60 IT staff. This support was available around the clock for the first three weeks with a hot-line and “floaters” throughout the hospital. Many of the “floaters,” as well as the SuperUsers, wore bright yellow shirts so they could be easily identified as the person to answer questions.

Computerized nursing documentation includes the adult admission assessment, physical assessment, immunizations and allergy assessments and a task list where many nursing activities can be charted. Nursing also began entering nursing orders for the first time.

Nursing staff on the Care Doc team continue to recommend refinements which are being implemented. Next steps include setting the priorities for the next nursing applications go-live and beginning work on PharmNet & FirstNet. PharmNet will provide us with an electronic Medication Administration Record (MAR) and FirstNet will facilitate electronic documentation in the Emergency Department.
**Patient Flow / Bed Management – Are We in Red, Yellow or Green?**

Over the past year, leaders from our organization have continued to focus efforts to manage bed flow to meet the needs of our community. Even with our concerted efforts, we still have many challenges ahead of us. We have added additional bed capacity; however, we are still faced with bed flow challenges.

**Some of our accomplishments in addressing these challenges include:**

- Moved into the new patient care tower
- Operationalized a daily bed huddle
- Instituted 851-BEDS for direct admissions and hospital/hospital transfers
- Initiated 24-hour discharge notice for the hospitalists
- Implemented a “block schedule” in the operating room
- Revised the Behavioral Health inpatient consultation process to re-prioritize timing of consults by patient acuity
- Implemented red/yellow/green zone criteria as well as expected changes in daily work processes - this continues to be refined
- Implemented an electronic teletracking system “bed board” - full rollout is planned over the next several months
- Relocated the 5 bed Express Admission Unit (EAU) from the ED to 4 SW, resulting in additional bed capacity in the ED and expanded EAU capacity to 10 beds on 4 SW
- Approval to pilot EAU expanded hours as soon as staff are hired
- Transformed ED triage to expedite assessment and treatment of ED patients
- Accelerated focus on nurse recruitment and retention due to the challenges with adding a significant number of new RN positions (in addition to our existing vacancies)

One major change which resulted from the opening of the PCT is the availability of beds. Questions have been asked regarding why all of these beds are not currently open. At this point, there has not been enough consistent patient care volume to justify opening all of these additional beds; however the need to open beds will be evaluated on an ongoing basis. The reality of coordinating bed flow and staffing during peak times continues to be our focus and greatest challenge.

**Nurse Staffing**

Many changes and challenges that impact staffing have taken place in the past two years – opening three inpatient units in the new patient care tower; being in red zone 40-50 percent of the time; continued changes to improve RN/Patient staffing ratios; new clinical protocols implemented; compliance with JCAHO National Patient Safety goals; CareDoc implementation – all of which have driven the addition of new full and part-time positions for nursing staff.

In the past two years, we have added a total of **117.1 nursing staff full-time positions**, of which **72.9 were RN positions**. We are pleased to have the support from hospital and nursing leadership in the advocacy for and approval of these new positions.

However, not all of these positions are filled, so you may not be experiencing the staffing relief on your unit that has been budgeted. One of the challenges that we have experienced, is the recruitment of so many new positions. Some of the actions we have taken to enhance our recruiting efforts are:

- Nurse recruiter position is now filled after a vacancy of over six months
- Both nurse recruiters relocated to the YH campus in February 2006
- York Hospital contracted with Aquent to assist in recruiting experienced RN’s (over 10 RN’s have been hired to date through Aquent)
- York Hospital contracted with RSI, an external recruiting agency, to provide two experienced on site Nurse Recruiters at YH
- Added ten nursing student clinical practicum experiences at YH for spring 2006 semester
- Continue to adjust nurse patient ratios on medical, surgical and CVS inpatient areas to be 1:5 for RNs
- Initiated leadership development programs for Frontline Nursing staff and Nursing leaders
- Created radio ads and direct mail to targeted zip codes
- Sponsored a recruitment Open House in March 2006
- Increased awareness of our forgivable loan opportunities to obtain an RN degree

We appreciate your support in welcoming the new staff on your unit and being committed to helping them acclimate and be successful in learning a new unit, hospital and team of co-workers. You are a critical link in the retention of excellent colleagues who will partner with you in providing patient care as we will continue to strengthen our environment for professional practice and nursing care at York Hospital.
Nurses Promoting a Safe and Quality-Focused Environment Built on Evidence

Building an Evidence-Based Practice Environment

In an effort to better incorporate evidence and nursing research into everyday nursing practice, York Hospital hired its first nurse researcher in late 2005. Linda C. Pugh, PhD, RNC, FAAN, joined York Hospital as the director of evidence-based practice and nursing research, a part-time position in the Department of Nursing. Dr. Pugh is certified as an inpatient obstetric nurse and has vast experience as an educator and researcher. In addition to her role at York Hospital, she serves as associate professor at Johns Hopkins University School of Nursing. In the fall, Dr. Pugh will be rejoining the faculty at York College of Pennsylvania, where she held her first teaching job.

Taking a problem-solving approach to clinical decision making, Dr. Pugh will work with staff to identify the latest nursing research and understand the impact on nursing practice. She will also help to evaluate the validity of the evidence before implementation into everyday practice. As part of her work, Dr. Pugh will guide the research teams through the data collection, analysis and summation process.

The newly created Evidence-Based Practice/Nursing Research Council has developed powerful mission and vision statements.

Vision: Nurses at York Hospital/WellSpan Health will be recognized nationally for strong evidence-based nursing practice influencing the future of nursing care.

Mission: Promote nursing research by education, nurturing and supporting nurses as researchers and by incorporating evidence-based practice into the culture of York Hospital/WellSpan Health.

The Evidence-Based Practice/Nursing Research Council has adopted a creative and innovative meeting format. Each 4 hour meeting will include an hour for: 1) business meeting; 2) Evidence-Based Practice/Nursing Research education; 3) journal club; and 4) public consultation. All nursing staff are invited to the education, consultation and journal club portions of the meeting to increase their understanding and working knowledge of Evidence-Based Practice/Nursing Research.

TICU Project

For the third year, York Hospital has participated in a national initiative known as the Transformation of the Intensive Care Unit (TICU) to improve patient care in our intensive care units. The TICU project initially involved 25 hospitals and now comprises more than 100 health organizations.

As a result of the project, York Hospital has accomplished the following goals:

- Utilization of the ventilator bundle in the adult ICUs
- Establishment of one sliding scale and an IV drip glycemic protocol in all adult ICUs
- Sepsis bundle rolled out to all adult ICUs—which requires Vancomycin given to the patient within 24 hours; broad-spectrum antibiotic given within 24 hours of ICU admission and consideration of blood cultures and steroids; Xigris given to patients with septic shock and Vancomycin discontinued following blood culture results, if applicable
- Implementation of palliative care bundle in MSICU
- Implementation of VHA’s Saving One Hundred Thousand Lives Campaign with establishment of “rapid response team” in MSICU; MSICU has taken 10 calls since start up on July 1
- Implementation of ICU admission order set in all adult ICUs
- Implementation of critical care consult for most MSICU patients; not yet mandatory

Our patient outcomes are superior as a result of our ability to transform clinical care in the ICUs.
Nurses Pursuing Professional Leadership Development

The success of an organization is dependent on the knowledge, skill and attitudes of its leaders. We are committed to providing a learning environment to assist nurses as they grow in their role. Over the past year, we have solidified our commitment to continuous leadership development by partnering with the Healthcare Advisory Board Company to provide two unique learning opportunities: Nursing Leadership Academy (NLA) and the Center for Frontline Nursing.

NLA utilizes principal competencies identified for successful nursing leadership as a framework to assess individual leaders and subsequently create individual development plans. Fifty nurse managers from across York Hospital and WellSpan Health participated in 360º assessments which culminated in creating their individual leadership development plans. As part of this initiative, sessions were presented by Advisory Board faculty which focused on leading through vision, problem solving and innovation, as well as a management intensive.

The Center for Frontline Nursing focuses on leadership development and succession planning through the development of charge nurses, clinical nurse III's, shared decision making council chairs, as well as other RN's demonstrating interest and potential for an enhanced nursing leadership role. Thirty-four clinical nurses from York Hospital are participating in leadership initiatives through the Center for Frontline Nursing which include mentoring from senior nursing leaders.

In addition to NLA and Center for Frontline Nursing, several York Hospital nurses participated in sessions on Peer Review and Leadership in a Shared Decision Making Environment presented by nationally renowned nursing leader, Ski Lower, RN, MSN. York Hospital also sponsored seven nurses to attend the American Organization of Nurse Executive Conference on “Aspiring Nurse Leaders.” In addition, one nurse manager was supported in attending the Johns Hopkins Medical Institutions Nurse Manager Institute.

Plans for 2006 include leadership sessions for NLA & Center for Frontline Nursing, in addition to a collaborative nurse/physician leadership symposium.
York Hospital Nursing Leadership Development Timeline

This chart highlights many of the key leadership development programs offered January 2005 through March 2006.

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<th>Month</th>
<th>Topic</th>
<th>Presenter</th>
<th># participants</th>
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<tr>
<td>2005</td>
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<td>January</td>
<td>Best Team: Interviewing &amp; Selection Expertise</td>
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<td>Meeting Madness: Treatment &amp; Prevention</td>
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<td>Cost Control: What Can Really Work in Health Care</td>
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<td>Patient Centered Care-The Simple Approaches</td>
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<td>Performance Evaluation-Beyond the Annual Dance</td>
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<td>Leading in a Shared Decision Making Environment</td>
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<td>Aspiring Nurse Leaders</td>
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<td>Wellsplan Health Leadership Retreat</td>
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Clinical Advancement Program

The Clinical Practice Advancement Program, re-designed in 1999, provides the registered nurse the opportunity for both professional and clinical growth in nursing practice, above and beyond day to day nursing activities. The focus of the program is to advance professional nursing practice at York Hospital/Wellspan Health and to continue to raise the standard of clinical excellence. Consistent bedside nursing excellence is the expectation of all nurses at York Hospital and is compensated annually through merit increases at the time of the performance appraisal. All staff nurses are given the option to pursue development of professional, clinical, educational and leadership skills through this advancement program. The Clinical Practice Advancement Program is a voluntary process designed to recognize and compensate those professionals who contribute more than routine nursing excellence; demonstrate a greater depth of clinical and leadership practice and assume additional responsibilities that benefit their areas of practice and impact positively on nursing and patient care at York Hospital.

Congratulations to our colleagues who have successfully completed advancement in the Clinical Practice Advancement Program in 2005:

Clinical Nurse II
Marcia Adams .................. Tower 2
Amy Almquist ................. Emergency Department
Elizabeth Amico ............. Operating Room
Christa Bamburg ............. Labor and Delivery
Jodi Bloss ..................... Tower 4
Kathy Carstetter ............. Maternity
Aimee Densel ................. Tower 3
Patti Fein ..................... Emergency Department
Dawn Goodling .............. Maternity
Yuan Goodis ................. NICU
Heather Grim ................. MTCU
Felicia Grove ................. Labor and Delivery
Amy Hake ..................... Emergency Department
Taryn Helland ............... Labor and Delivery
Wendy Herbst ............... Dialysis
Cathy Hockenberry .......... 4 SW
Dorothy Jones ............... Maternity
Jackie Keely ................. Emergency Department
Mary Kay Knoll ............. Behavioral Health
Amy Miller ................... Maternity
Amy Myers ................ 4 SW
Rachel Myers ............... M SICU
Stephanie Myers ........... Emergency Department
Regina Potter .............. 5 South
Andrea Potts ................. 4 SW
Jill Royer .................... Labor and Delivery
Heather Scheidegg ........ Labor and Delivery

Clinical Nurse III
Corey Barnes .................. Emergency Department
Crystal Boyer ................. Operating Room
Cindy Culton ................. Express Admissions Unit
Rhonda Dentzel .............. SSU
Elizabeth Fisher ............. M SICU
Sharon Gates ................. G1 Lab
Wendy Gayman-Grant ....... SSU
Susan Hanter ................. MTCU
Brandi Ibarra ................. NICU
Debra Kalpowsky ............ M SICU
Melissa Ketterman .......... Operating Room
David Page ................. Behavioral Health
Lynd Sanderson ............ M SICU
Julie D. Smith ............... Operating Room
Autumn Tyson ............. STCU
Veronica Weaver ............ Tower 2
Sherry Weitkamp .......... NICU
Susan White ................. SSU

Congratulations to our colleagues who have completed formal education:

Diploma
Christine Robison – Cath Lab

Associate’s Degree
Lorraine Bortner – IV Team
Karen Gatelteur – Tower 2
Susan Hoke – IV Team
Dustin Matthews – OHICU
Josie McQueary – Tower 3
Randall Sinners – Emergency Department

Bachelor’s Degree
Ashley Barge – Emergency Department
Lauren Boykin – CCU
Brenda Corne – Maternal-Fetal Medicine
Kelly Dent – 5 Main
Mindy Fuller – CCU/OHICU
Kari Juliona – 5 Main
Lindsey Manga – 6 South
Jennifer Sealover – STCU
Jessica Shearer – Emergency Department
Nicole Smith – 5 Main
Sarah Williamson – 6 South
Rebecca Yantis – 4 SW

Advanced Degree
Jennifer Gross – Radiation Oncology
Theresa Lockwood – Radiation Oncology

Sherry Sel .................. 6 South
Tracy Strawser ............. 6 South
Denise Warner ............ Dialysis
Carole Wilkins .......... 6 South
Congratulations to our colleagues who have successfully passed their licensing exams:

Ashley Barge – ED/RN
Lorraine Bortner – IV Team/RN
Christine Bouras – 5 Main/RN
Lauren Boykin – CCU/RN
Stephanie Brenneman – 5 Main/LPN
Tessa Covert – CCU/RN
Kelly Dent – 5 Main/RN
Kristie Dettwiler – Maternity/RN
Karen Glatfelter – T2/RN
Jennifer Gross – Radiation Oncology/NP
Jillian Gunther – T2/RN
Karen Hoke – Radiation Oncology/NP
Stacy Maichle – ED/RN
Lindsey Manga – 6 South/RN
Lara Mason – T2/LPN
Dustin Matthews – OHICU/RN
Josie McQuary – T3/RN
Julie Myers – T2/RN
Holly Pooler – OHICU/RN
Christine Robison – Cath Lab/RN
Diane Roupas – 5 Main/RN
Jennifer Sealover – T2/RN
Denise Samchez – T2/RN
Jessica Shearer – ED/RN
Randall Sinners – ED/RN
Nicole Smith – 5 Main/RN
Steve Smyser – T2/RN
Dekey Tenpa – MSICU/RN
Sarah Williamson – 6 South/RN
Rebecca Yantis – 4 SW/RN

Congratulations to our colleagues who have successfully passed certifications or recertifications:

New Certifications

Judy Alleman – CMSRN
Elizabeth Amico – CNOR
Deborah Avedette – CSC
Leah Birch – CPN
Angela Calvert – CCRN
Cindy Dantro – CSC
Debra Dennison – CCRN
Donna Fitz – CEN
Dawn Goodling – CMSRN
Amy Hake – CEN
Emily Huggins – SAVE
Nicole Imamovic – OCN
Greta Landis – CEN
Glynnis Lowe – CEN
Ellen Metzger – CHPN
Alisha M organ – CMSRN
Emilie Murray – CMSRN
Reg Paronish – CEN
Christine Rotz – CMSRN

Celinda Sanders – CPAN
Linda Sibert – CSC
Jackie Snyder – CPUR
Eric Stambaugh – CEN, PHRN
Dawn Stiner – CMSRN
Karen Wirschal – CEN
Diane Wolf – CMSRN
Victoria Woodward – Chemotherapy
Sandy Young – BC, CVNII

Recertifications

Beth Ann Allison – RNC
Brenda Arzt – CCRN
Nancy Bowling – CNA
Deborah Barnes – CRNI
Cynthia Culton – CEN
Cheryl Davis – CRNI
Karen Dykstra – CMSRN
Susan Economopoulos – CMSRN
Patricia Graybill-D’Ecore – CNOR
Lynn Eitel – OCN
Mary Ann Hadginske – CNOR
Glenna Harden – CCRN
Valerie Hardy-Sprengle – CNA
Rhoda Hartmann – CT
Martha Henry – CRN
Dereen Houch – OCN
Barbara Kline – CNOR
Rebecca Krebs – CMSRN
Connie Lapes – OCN
Joan Luce – CPN
Susan Ludwig – OCN
Nancy Mann – AAEN
Roxie Maugans – CNOR
Joan Nelson – CNOR
Ann Proctor – OCN
Patricia Rineholt – RNC
Patricia Schilpp – CCRN
Claudia Shermeyer – RNC
Michelle Shin – PMHN
Diane Shoemaker – CNN
Laura Smith – Child Passenger Safety
Carol W. Smith – CNOR
Sandra Sourbier – CMSRN
Wendy Stover – CMSRN
Theresa Thomas – CEN
B. (Liz) Veazey – CMRP
Donna Waugh – CPN
Lorraine Wilson – CPN, CRNP
Cindy Yingling – BC Cardiac Rehabilitation
Sandra Yingling – CPN, CRNP
Nurses Leading the Way

2005 Nightingale Awards of Pennsylvania

As nurses at York Hospital, Rhada Hartmann and Cherylyn Strickhouser have touched patient’s lives during some of the happiest and most difficult times. In November 2005, Strickhouser and Hartmann were both recognized for their caring nature and dedication to the nursing profession with Nightingale Awards. Nightingale Awards of Pennsylvania is a statewide nonprofit foundation that aims to recruit and retain nurses in the state. Every year, the foundation recognizes extraordinary nursing professionals in the areas of clinical patient care, nursing education, nursing research and nursing administration. Annually, seven awards are presented.

York Hospital nurses have been nominated every year since the program began in 1990. In 2005, seven nurses were nominated for the award. They include: LPN category - Cherylyn Strickhouser, Debbie Hemman, Sandy Kleiman, Glenna Vose; RN category - Rhada Hartmann, Sedney Pabon; and Advanced Practice category - Kim Green.

Meet Our Nightingale Winners

Cherylyn Strickhouser

Working on the oncology unit at York Hospital, Cherylyn is known for her caring nature and open ear. She is always ready to take time to listen to her patients and then act upon their needs – such as asking a family to bring in her patient’s dog or ensuring that a patient’s cultural food preferences are taken into consideration. Cherylyn’s caring extends to her co-workers and to the community. She is never too busy to lend a hand and role models conflict resolution to promote team cohesiveness. Outside of work, she volunteers her time at the Rape Crisis Center and sews for an area nursing home. Cherylyn also enjoys spending time with her five grandchildren.

Rhada Hartmann

As an obstetrical nurse, a childbirth educator and a postpartum home visitation nurse, Rhada became interested in what happens to a family when a baby dies. From that interest, she developed and introduced a perinatal loss standard of care in the maternity unit and became a trained coordinator. Rhada is certified in Thanatology: Death, Dying and Bereavement and as a bereavement facilitator. Over the years, Rhada’s hard work and dedication has evolved into a comprehensive Bereavement and Palliative Care Program at York Hospital. In 2005, Rhada was elected a delegate to the Governor’s Task Force on Quality Palliative Care at the End of Life. She has published in several journals and co-authored a chapter in a nursing textbook. She has been a guest speaker for numerous organizations in the community and at other hospitals in the region and around the country. Rhada enjoys spending time with her family and is involved in her church and a Youth Aid Panel.
Reaching Out to Our Community and Beyond

Every day, our nurses go above and beyond by volunteering in the community. Whether it be helping with local flu shot clinics, assisting in natural disaster recovery or providing care in third world countries, our nurses truly make a difference.

2005 Kitty Reisinger Nominees and Winner

Kathryn “Kitty” Reisinger, RN, practiced nursing in the York area for over 40 years until she passed away in 2002. A 1949 graduate of the York Hospital School of Nursing, Kitty was a loving, caring, compassionate and dedicated nurse who always placed the needs of her patient and profession first. The Kitty Reisinger Heart of Nursing Award was established as a loving tribute to her commitment and contribution to nursing and seeks to recognize nurses who exemplify these same qualities.

Winner
Sue Johnson, NICU

Nominees
Lorraine Bock - Emergency Department
Janet Burrows - Maternity
Cindy Dantro - OHICU
Connie Escher - Labor and Deliver
Lori Jurash - 4 SW
Ellen Metzger - Palliative Care
Joyce Mummert - PACU/SSU
Rebecca Porterfield - OR
Vernette Rollison - 5 Main
Claudia Shermeyer - NICU
Michele Schonbrunner - Apple Hill Infusion
Carol Zeigler - Cardiac Cath Lab

WellSpan nurses, Sue Nelson, RN, Robyn Noll, RN and Tracy Strawser, RN are pictured with clinical support staff during a recent mission trip to Guatemala.
2005 York Hospital Excellence in Caring and Practice Awards

The York Hospital Excellence in Caring and Practice Awards recognize individuals who consistently demonstrate quality patient care, exhibit use of the nursing process, contribute as a member of the health care team, and demonstrate compassion and excellence in her/his practice.

2005 Winners

Nursing Assistant - Lori Diehl – MTCU/Medical Services
Unit Secretary - Penelope Kovalchick – MSICU/Medical Services
LPN - Cheryllyn Strickhouser – 5M/Oncology
Clinical Nurse I - Bob Paz – 3E/Behavioral Health Services
Clinical Nurse II - Diane Wolf – PACU & Holding Room/Surgical Services
Clinical Nurse III - Sedney Pabon – 5M/Oncology Services
Advanced Practice Nurse - Tammy Todd – Woman's Heart Program/Cardiovascular Services
Nurse Teacher - Ellen Metzger – Palliative Care
Nurse Leader - Theresa Thomas – ED Charge Nurse/Emergency Services
Nurse Researcher - Sheree Seben – CCU/Cardiovascular Services

Nursing Assistant/Technician Nominees
Raisa Bilko – 4M/Cardiovascular Services
Lisa Byerts – GI/Medical Services
Lori Freeland – MTCU/Medical Services
Sally Gagne – GI/Medical Services
Tina Heiland – 5S/Surgical Services
Allison Mook – 5S/Surgical Services
Shawna Renell – CCU/Cardiovascular Services
Steve Schaeffer – MTCU/Medical Services
Ashley Shelton – 5S/Surgical Services
Jo Ann Sweeney – OR Technician/Surgical Services
Da’Cia Turman – 5S/Surgical Services
Diane Walker – 5S/Surgical Services
George Wills – GI/Medical Services

Unit Secretary Nominees
Nancy Brindle – 3E/Behavioral Health
Dineaasha Harris – MTCU/Medical Services
Alice Mooney – 5S/Surgical Services
Sandy Shoffner – MTCU/Medical Services
Sabrey Zimmerman – 5S/Surgical Services

LPN Nominees
Beth Brennenman – 5S/Surgical Services
Alesia Creager – 4M/Cardiovascular Services
Linda Eberly – 6S/Medical Services
Erin Ellis – Behavioral Health Services
Joyce Gayton – 5S/Surgical Services
Missy Henise – 7S/Surgical Services
Judy Leas – 6M/Surgical Services
Alison Lippy – 5S/Surgical Services
Joan Sweeney – OR/Surgical Services
Hope Yeager – 5M/Oncology

Clinical Nurse I Nominees
Kim Forry – 5S/Surgical Services
Alisha Hildebrand – 5S/Surgical Services
Rebecca Porterfield – OR/Surgical Services
Joyce Ruby – MSICU/Medical Services
Lynn Shepp – MSICU/Medical Services
Marcia Shindler – Cardiac Rehab/Tobacco Cessation/Cardiovascular

Clinical Nurse II Nominees
Diane Anderson – MSICU/Medical Services
Pam Himes – MSICU/Medical Services
Kim Godfrey – ED/Emergency Services
Amy Kline – MTCU/Medical Services
Cathy Krepps – 6M/Surgical Services
David Page – 3E/Behavioral Health Services
Sandy Sourbier – 6M/Surgical Services
Rhonda Steffen – MTCU/Medical Services
Robert Wiltmyer – 3E/Behavioral Health Services

Clinical Nurse III Nominees
Denise Althoff – 3E/Behavioral Health Services
Karen Dykstra – PACU/Surgical Services
Lynn Elgo – 3E/Behavioral Health Services
Kelly Gipson – MSICU/Medical Services
Janice Hull – OR/Surgical Services
Vickie Livelsberger – PACU/Surgical Services
Liz Losasso – OR/Surgical Services
Greg Lutz – 3S/Cardiovascular Services
Steph Markey – GI/Medical Services
Claudia Shermeyer – NICU/Women and Children Services
Diane Shoemaker – Dialysis/Medical Services
Joan Tome – 3S/Cardiovascular Services

Valerie Hardy-Sprenkle, VP-Pt Care Services congratulates winners of the 2005 York Hospital Excellence in Caring and Practice Awards. Winners are (left to right): Lori Diehl, Penelope Kovalchick, Sedney Pagon, Cheryllyn Strickhouser, Diane Wolf, Tammy Todd, Theresa Thomas and Sheree Seben
Advanced Practice Nurse Nominees

Lorraine McDonald-Bock – Emergency Department
Linda Buffenmyer – Operating Room
Lisa Dewees – York Community Health Center
Kim Green – Orthopedic and Neurosciences Service Lines
Michele Schonbrunner – York OB/GYN Oncology

Nurse Teacher Nominees

Sharon Gates – GI lab/Medical Services
Rochelle Nyman – Cardiac Services
Reda Willis – Surgical Services

Nurse Leader Nominees

Joyce Mummert – PACU/SSU/Surgical Services
Pam Reese – GI Dept/CRT/Medical Services
Blythe Stover-Baker – Emergency Services
Tami Wolf – Behavioral Health Services

Nurse Researcher Nominees

Barb Buchko – Maternity/Women and Children Services

Professional Day Speakers

Sue Bowman – Nurse Navigator Program
Elizabeth Fisher – TPE: Therapeutic Plasma Exchange
Wendy Grant – “Huggable Hearts” Program in SSU
Jenny Gross – Osteoporosis in Men
Emily Huggins – SAFE/DONe Programs
Dereen Houck and Joan Whiteford – Transfusions via Infusion Pumps
Sandra Landis – Taxol and Carboplatin Rechallenge
Teresa Lockwood – Depression in Lung Cancer Patients
Sharon Muller – Electronic Health Record
Regina Potter – Mock Codes: The First 5-10 Minutes
Ann Proctor – 5 M Infusion Room-A Peek in the Window
Pam Himes – Gastric Bypass
Tim Ward – Healing the Whole Person
Tami Wolf – Geri-Psych Program
Sandy Young – CHF Care Updates

Research Projects

Bonita Trapnell – Study of hours worked and relationship to errors; collaborative project with Pinnacle and Chambersburg
Sue Wisotzkey – Glucose control for bariatric patients
Jenny Bosley, Rose Stike, Steve Manzella, MD – Does collection of blood specimens via IV catheter increase hemolysis rates?
Pam Himes – Time to initiation of intensive insulin therapy
Luan Smith, Jen Leash – Use of IV fluids during labor and their impact on neonatal glucose levels in the first hours after birth
Barb Buchko – High risk pregnancy bedrest program
Barb Buchko, Leslie Robinson, MD – Voiding trials
Barb Buchko, Joe-Ann Ward-Cottrell, Jonathon Liss, MD – Car seat safety
Barb Buchko, Wendy McDowell – Postpartum depression

Barb Buchko, Deb Fake, Jonathon Liss, MD – Near term infant
Liz Burcin – Infection control surveillance
Roseann Huddleston – Transfusing blood via infusion pumps
Roseann Huddleston – Decreasing medication errors
Nancy Mann – Impact of psychiatric nurses on suicide attempters during inpatient hospitalization
Nancy Mann – Comparison of medication adherence in patients receiving atypical antipsychotics versus typical antipsychotics
Nancy Mann – Effectiveness of using a violence screening tool during patient safety rounds to anticipate and prevent violence on the inpatient unit
Nancy Mann – Effect of nursing attitude on treatment of pain in substance abuse patients
Nancy Mann – The role of the APN in assisted living to minimize the need for hospitalization or transfer to a nursing home
Nancy Mann – Patient perception of symptom reduction on discharge versus staff perception
Nancy Mann – Nurses impact on weight control for patients receiving atypical antipsychotics
Reda Willis, Keith Clancy, MD – Comparison of administration of placebo versus epoetin alfa in critically ill patients
Brenda Artz – Use of guided imagery in GI surgical patients
Rhada Hartmann – Outcomes with palliative care

Quality Forum Presentations

Winners

Pam Himes – Improving Sepsis Care in the ICU Patient
Sandy Landis – Improving Patient Outcomes in an Ambulatory Setting: Decreasing Infusion Reactions in Patients Receiving Paclitaxel and Carboplatin

Honorable Mention

Kay Bozart – Web-Based BLS Health Care Renewal Provider Course

Participants

Christine Noll and Christa Bland – Assessment of Patient Satisfaction of Pain Management in Labor
Jen Gross and Teresa Lockwood – Comparison of the Use of SC and IV Amifostine for Selected Patients Being Treated with Radiation Therapy
Tammy Todd – York Hospital Women’s Heart Program – Five Years of Preventative Care: What Are the Outcomes?
Karen Fanus – Medication Error Reduction: A Team Approach to Patient Safety
Quality Forum Posters by Nursing

**Winner**

Wendy Kilstein – Pain Assessment and Documentation: A Performance Improvement Initiative for the YH Emergency Service Line

Sharon Skozilas – Eliminating Invalid Abbreviations from Clinical Documentation - The Specialty Clinics

Sandy Garrett – Weekend Assessments by Care Management for High Risk Trauma Patients

Nancy Fike – Success of “Back To Basics” - A Program to Prevent Pressure Ulcers

Veronica Weaver – Reducing Medication Omission on 3 South

Rhada Hartmann – Palliative Care Initiative

Dereen Houck and Joan Whiteford – Infusion of Blood Products Using an Infusion Pump

**Participants**

Charles Chodroff, senior vice president, care management, WellSpan Health, congratulates Quality Forum winners Pam Himes, RN, Sandra Landis, RN & Diana Karas

**Awards and Recognition**

Susan Bowman – Recognition for support and contribution to the Breast Cancer Special Interest Group and the Oncology Nursing Society

Kay Bozart – Named as national faculty in BLS by American Heart Association

Barbara Buchko – Xi Chi Chapter of Sigma Theta Tau International, Excellence in Nursing Practice Award

Brenda Crone – Recognition from York College for outstanding contribution to nursing

Kim Green – Reviewer for JCAHO Stroke Center of Excellence

Valerie Hardy-Sprinkle – York Hospital Navigator Leadership Award

Nancy Miller – York Division American Heart Association - Honorary Heart Ball Chair

Debbie O xenberg - CONTACT Lancaster Volunteer of the Year

Bonita Trappnell and Sharon Muller – Grant from South Central Organization of Nurses Leaders for drive-thru flu clinic

M SIC U – VHA Leadership Award for Clinical Excellence - M SICU

5 South Inpatient Unit – Awarded Bariatric Center of Excellence

**Professional Leadership**

Beth Ann Allison, Chair, Practice Council

Jodi Arnold - Chair, Medical Service Line, Shared Decision Making Council

Loretta Badders – AORN Nominating Committee

Maria Barbaro – Treasurer, South Central PA Chapter of AORN

Patty Bentz - Chair, Education Council

Susan Bowman – Web-page administrator, local chapter of ONS

Kay Bozart – PA Vice Chair of the Emergency Cardiac Care Committee, American Heart Association

Dora Calhoun - Chair, Women and Children Service Line, Shared Decision Making Council

Roxanne Cooley – Chair, Leadership Council

Karen Dykstra – Vice President, STTI, Eta Eta Chapter

Barbara Fauth – Facilitator, OR Special Interest Group

Nancy Fike – Chair, Northeast Regional Conference WOCN

Barb Fontanazzo – Board Member, Sigma Theta Tau, Etn Etnu

Sharon Gates – Chair, Education Council

Lyda Gentzler - Chair, Cardiovascular Service Line, Shared Decision Making Council

Pam Gordon – Secretary, Capital ENA Chapter

Patricia Graybill D’Ecrole – President, South Central PA Chapter of AORN, Membership Chair, Member of AORN Task Force

Greg Gurican – Vice President, Education and Training; Toastmasters International, Lancaster Conestoga Toastmasters Chapter

Connie Gutshall – Chair, Clinical Practice Advancement Program; Treasurer, SCONL

Amy Hake – Secretary, STTI, Eta Eta Chapter

Rhada Hartmann – Member, Governor’s Task Force on End of Life Care in PA

Dereen Houck/Sue Witmyer - Co-chairs Oncology Service Line - Shared Decision Making Council

Nicole Imamovic – Local Chapter of Oncology Nursing Society

Mary Ann Jurewicz – President-elect, PA State Emergency Nurses Association

Barbara Kline – President, South Central PA Chapter of AORN

Elizabeth Lossasso – AORN Nominating Committee

Susan Ludwig – President-elect, South Central PA Chapter of NAON

Dianne Moore – Leadership Succession Committee, STTI, Eta Eta Chapter

Roxlyn Maugans – Secretary, SCONL

Stephanie MCKoin – AORN, Board of Directors; Chair, Central Pennsylvania Operating Room Directors

Nancy Miller – Board of Directors of Nightingale Awards of PA; Chair, Program Committee; Board of Directors for York Division American Heart Association; Leadership Succession Chair, STTI, Eta Eta Chapter

Dianne Moore - Leadership Succession Committee, STTI, Eta Eta Chapter

Charles Chodroff, senior vice president, care management, WellSpan Health, congratulates Quality Forum winners Pam Himes, RN, Sandra Landis, RN & Diana Karas
Debi Oxenberg – Board of Directors, PA Capital Region ONS Chapter

Gregory Paronish - Chair, Emergency Department Shared Decision Making Council

Sheree Seben – Chair, Performance Improvement/Research Council; Chair, Evidence-Based Practice/Nursing Research Council; Vice President of STTI, Eta Eta

Susan Shoff – Board of Directors, for York Hospital School of Nursing Alumni

Denise Stumpf – Board of Directors, AORN

Kendra Todd – Treasurer, American Legion Auxiliary

Lowella Thoman - Chair, Surgical Service Line, Shared Decision Making Council

Bonita Trapnell – Research Chair, South Central Organization of Nurse Leaders

Glenna Vose - President and Founder, ROAR

Stacey Warfel – Chair, Performance Improvement Council

Publications


Livelsberger, V., Patterson, E., Sarver, S., Sanders, C., Campbell, R., McAlone, P., (2005) AI Bundling-PI. PAPAN Newsletter


Presentations

Elizabeth Amico – Bariatric Grand Rounds

Diane Anthony – Bone and Joint Disease

Patty Bentz and Valerie Hardy-Sprenkle - Shared Decision Making at York Hospital, Holy Spirit Nursing Staff

Lauren Boykin – Poster Presentation on Plasmaphoresis for MSICU practicum

Greg Gurican – YH PI Initiatives to York College

Ann Kunkel – Medicare Part D for WellSpan Medical Group and Medical Staff

Jennifer Lutz – Basic OB Emergencies for the EMSA Conference

Christine Quickel – Assessment of Patient Satisfaction of Pain Management in Labor for Quality Forum

Patricia Schlipp – Domestic Violence Center; Swansea MA

B. (Liz) Veazey – Central Line Standardization Project for VHA PA Conference; Clinical and Financial Benefit of AHVAP for the Healthcare Value Analysis Professionals Conference

Suzan Yamamoto – Our Struggles to meet Pneumonia Core Measures for Quality Insights of PA Conference

Sandy Young – Improving MI Care for Quality Insights of PA

Several individuals also presented during Professional Day and at the Quality Forum. Please see pages 17.