

Nursing— The TriHealth Way

Nursing
Annual
Report
2023



Bethesda Arrow Springs, Bethesda Butler Hospital, Bethesda North Hospital, Bethesda Surgery Center, Cardiac Rehabilitation Center at TriHealth Fitness & Health Pavilion, Good Samaritan Endoscopy Center North, Good Samaritan Hospital, Good Samaritan Surgery Center West, Good Samaritan Western Ridge, McCullough-Hyde Memorial Hospital



TriHealth Nursing

Bethesda North Hospital | Good Samaritan Hospital
Bethesda Butler Hospital | McCullough-Hyde Memorial Hospital
Bethesda Arrow Springs | Bethesda Surgery Center
Good Samaritan Endoscopy Center North | Good Samaritan Surgery Center West
Good Samaritan Western Ridge | Hospice of Cincinnati
Onsite Medical | Cardiac Rehabilitation at TriHealth Fitness & Health Pavilion

Healing Begins with TriHealth Nurses

Throughout FY 2023, the TriHealth Nursing team has changed healthcare for the better. As a team, you have demonstrated a continuous commitment to form close connections, hear people's challenges, and embrace the true needs of patients. I am so proud of all of our TriHealth nurses and believe that this commitment is what truly sets us apart as the regional destination for the practice of nursing.



Jenny Skinner

One major focus of FY 2023 was on clinical redesign using input from more than 1,000 frontline team members to reduce the administrative burden on our care teams, allowing for more time to do the work you love. We've made significant progress to date, including the successful implementation of our new FlexRN program, which brought nearly 100 nurses to our acute care hospital departments in either multi-week or gig assignments. We also set a bold goal to reduce utilization of external agency nurses by 75%, which we accomplished in a record five months! With a strong focus on hiring the right people for our teams, we have reduced our turnover rate by nearly 40%.

We focused on efficiency work, patient throughput and documentation efficiencies to save you time when documenting patient care. Many process and flow improvements have been implemented or enhanced this past year, resulting in a timely move of patients to the next appropriate level of care, without admitting multiple patients at once! Care is more coordinated through multidisciplinary rounds and planning for discharge is used to prepare patients and families for safe transitions of care.



Maria Ashdown

As I walk the halls of our hospitals and care sites, I see both new and familiar faces. I see greater optimism and hear your voices as you share stories of passion for what you do while advocating for what you need to give your best every day. I encourage you to continue to share your voice and I promise you will be heard. I urge you to nourish hope and optimism and remember that your well-being and the care you provide remain in my top priorities – I will not let you down.

Together as a team, we will continue to help every patient we care for feel how they want to feel: seen, heard and deeply cared for. We are a stronger nursing community because of everything you do. The passion that drove you to this field has helped us work together to care together – for our patients and for each other.



Susan Macy

A special thanks and appreciation to our system Chief Nursing Officer (CNO) team: Regional CNOs Maria Ashdown, MSN, RN, NE-BC, Good Samaritan Hospital Region, and Susan Macy, MBA, BSN, RN, NE-BC, Bethesda North Hospital Region, for their partnership with many TriHealth Nursing successes this year. The leadership of this team and the contributions of every TriHealth nurse are the reason why we are TriHealth Nursing Strong!

A handwritten signature in blue ink, appearing to read 'Jenny Skinner'.

Jenny Skinner, MSN, RN, NEA-BC
Senior Vice President and Chief Nursing Executive

Transformational Leadership

Through their vision, influence and clinical knowledge, nurse leaders use creative energy to solve problems and develop innovative ideas.

Nursing's Transformational Leader for 2023: Rhonda Wilson

Rhonda Wilson, MSN, RN, NE-BC, Director of Nursing for Good Samaritan Hospital Critical Care, won the Transformational Leader Award for Nursing in 2023, as TriHealth Nursing acknowledged her vision, nursing knowledge and ability to engage her team.

"A transformational leader must be visible, accessible and communicate effectively to their team," wrote Professional Excellence Specialist Zakiyyah Thurman, MSN, RN, CMSRN, in her nomination form. "Rhonda assures that her teams' voices are heard, their input is valued and their practice and professional wellbeing is supported, which makes her a phenomenal leader."

For more than 20 years, Wilson has served TriHealth's Nursing Division, first as a nurse manager for Telemetry at Good Samaritan Hospital and, since 2019, as the director of the hospital's critical care units. She leads 319 team members across six independent units and has a profound respect for all they have accomplished in the past four years.

"I love Good Samaritan Hospital. There's something very special about the culture here, and I feel that this is my family," Wilson says.

Hands-On Leader

Wilson has strong convictions about the best way to lead: "The only way to be a leader is by being out there, rounding, mentoring and participating in all the things happening on the units."

What energizes her most is coaching nurses and helping them elevate their practice. She believes in recognizing individuals, through personal notes and public recognition.

"I have a number of newer leaders," Wilson continues. "Getting them started on the right path in the first place helps create the next generation

of nurse leaders. What's most rewarding is the 'aha' moment when somebody gets something, or seeing where they've incorporated suggestions I've given them."

Widespread Impact

Wilson's influence and impact can be seen throughout TriHealth. Recently, she was instrumental in starting a Charge Nurse Development Program to provide charge nurses with additional skills, including communication, coaching and leadership. (See story on page 10.)

She helped implement best practices from the fall 2022 Magnet conference on reducing the burdens of clinical documentation (See story on page 9.) To improve wellness and self-care, Wilson advocated for nurses to have a private place to collect themselves and regroup after facing a challenging or emotional situation. Watson Caring Rooms and tranquility rooms on units have been equipped to offer a restorative sanctuary. (See story on page 16.)

Wilson reflects, "I don't want nurses crying in the bathroom. I want them to have a space to go and decompress and cry if they need to cry. I made that happen on all of our units."

During preparation for the Magnet site visit in 2022, Wilson and other directors routinely visited units,



Good Samaritan Hospital's Director of Critical Care Nursing, Rhonda Wilson, MSN, RN, NE-BC (center), believes in being visible and accessible to her team. Here, she talks with Neuro Intensive Care Staff Nurses Josh Webster, RN, (left) and Kasey Andres, RN.

wearing Magnet-purple neck scarves. They brought along a cart decked out with lights and purple fabric, and loaded with treats for those who could correctly answer Magnet questions.

"We created excitement and color, and made it as fun as possible as we boosted nurses' confidence and helped them understand they already were Magnet."

Thurman sums up Wilson's contributions, writing, "She continues to set the tone for excellence...as role model, mentor and advocate."

"I felt very honored and humbled in receiving this award," Wilson states. "This place is my home. I was born here. I want to give back to this place what it has given to me."



FlexRN Nurses (from left) Brittany Canter, BSN, RN; Daniel Wiltse, RN; and Raisa Valdez, RN, are happy with their assignment on 2300 at Bethesda North Hospital.



TriHealth Staff Nurse Allison Higgs, RN, (left) feels at home wherever she is assigned as a Float Pool FlexRN Nurse at Good Samaritan Hospital. She is pictured here with 7CDU Nurse Manager Andrea Brown, BSN, RN.

New Strategies Tackle Nursing Shortages

In FY 2023, TriHealth Nursing sought input from its own nurses and professional consultants about how to expand, retain and energize its workforce in the face of a local and national nursing shortage.

Efforts paid off, as TriHealth achieved a 20% reduction in new-hire nursing turnover since last August and reduced use of agency nurses in acute care nursing areas by 75%.

Key strategies of the new Nursing Clinical Design plan included:

FlexRN Program. TriHealth created its own in-house nursing agency, which provides the flexibility of agency nursing with the consistency of being a TriHealth team member. From April through June 2023, TriHealth hired 92 FlexRN nurses.

Sharon Brehm, PhD, MSN, RN, ACNS-BC, Senior Director, TriHealth Nursing Administration, led design

of the new work structure with input from TriHealth nurses. She notes, "Our team members want to work with fellow TriHealth team members and many viewed external agency RNs negatively, seeing them as temporarily taking assignments without fully integrating into the TriHealth culture."

Allison Higgs, RN, one of the first FlexRN hires, says, "I decided to join the FlexRN Program because I like the culture of the people here. There's really great teamwork, and everyone has been helpful and welcoming."

PassportUSA International Nursing. Through a partnership with PassportUSA, TriHealth has hired five international nurses and has contracted with 20 more, who will arrive by the end of next year.

Care Team Expansion. More licensed practical nurses (LPNs) are being hired into acute care units, to help

alleviate the workload of registered nurses. TriHealth has changed from Patient Care Assistants (PCAs) to Acute Care Technicians (ACTs) I, II and III and begun hiring interns who do not have prior healthcare experience. The new strategy has resulted in an increase from an average of 30 ACT hires per month to 49 per month.

Improving Daily Work Experience. In response to nurses' requests, senior leaders have implemented strategies to improve the practice environment, including making food more accessible to busy nurses who can't leave their units; exploring the use of virtual nursing for admissions, discharges and mentoring new nurses; increasing recognition programs among units; and giving additional perks for nurses with long tenure.

Sharon concludes, "We are continually striving to ensure TriHealth nurses feel valued and supported."



Senior Director of Behavioral Health Services Judith Mitchell, MSN, RN, PMHCNS-BC (third from left), meets with Behavioral Health team members to discuss next steps for expanding behavioral health services for TriHealth patients, made possible by a recent \$9 million grant from bi3. Pictured with Mitchell are clockwise, from left, Psychiatric Nurse Practitioner Juliette Marcello, APRN-CNP, PMHNP-BC, TPP Clifton; Sheryl Ralls, LPN, Behavioral Health Administration; Dallas Auvil, MD, System Chief of Behavioral Health Services; and Psychiatric Nurse Practitioners Theo Sangodele, MSN, APRN, PMHNP-BC, and Shannon Driscoll, MSN, APRN-CNP, PMHNP-BC, at TriHealth Outpatient Behavioral Health.

Senior Director Judith Mitchell Expands Behavioral Health Using \$9 Million Grant

Studies show that one in four adults suffer from a diagnosable mental health disorder in a given year (National Institutes of Health). Yet there are not enough providers to care for patients, and reimbursement for behavioral health services is minimal.

TriHealth's Senior Director of Behavioral Health Services Judith Mitchell, MSN, RN, PMHCNS-BC, working closely with Dallas Auvil, MD, System Chief of Behavioral Health Services, is passionate about changing this reality and making behavioral health care more readily available.

Mitchell states, "Aligning a behavioral health strategy with our population health work is essential. All populations can benefit from a care delivery model that incorporates behavioral health resources as part of the continuum of care. Fortunately, we have partners who are helping to make this happen!"

In 2017, bi3, a philanthropic arm of Bethesda Inc., awarded \$5 million to embed an integrated behavioral health evidenced-based model into adult primary care TriHealth Physician Practices (TPP). Integrated clinical psychologists and licensed social workers support TriHealth patients and primary care providers in 20 TriHealth adult primary care practices.

In 2022, Mitchell and a Behavioral Health Task Force secured an additional three-year, \$9 million grant from bi3 to expand behavioral health services. With the new funding, TriHealth is in the process of:

- Assigning behavioral health providers and a consulting psychiatrist to all remaining adult TPP primary care practices.
- Integrating behavioral health providers and a consulting psychiatrist into 14 pediatric primary care offices. A behavioral health navigator assists with patient access to mental health resources.
- Developing a Collaborative Care model with TPP adult and pediatric partners to screen, track and treat patients with evidence-based interventions.

- Opening an outpatient behavioral health clinic at Clifton Medical Office Building campus in January 2023, with plans to open a second clinic in the Bethesda North Region in late 2023 or early 2024. The clinics directly support TPP primary care patients. Clinics are staffed by advanced practice providers, psychiatrists, medical assistants and office staff.
- Providing consultative services to the Faculty Medical Center and Bethesda Family Practice Center. Additionally, the behavioral health team is developing care pathways and providing training for residents.
- Developing community partnerships and digital health tools.

Mitchell spearheaded efforts to identify mental health needs in the community and obtain funding, but she quickly points out the essential contributions of a collaborative interdisciplinary team. She praises senior leadership, physicians, nurses, practice leaders and a variety of specialists in information technology, data analytics, human resources, and project management, who have combined their expertise to fulfill the promise of the grant.

"I've been at TriHealth for 40 years, all in behavioral health, and I have witnessed the profound suffering caused by mental illness," Mitchell says. "Annually, 9.5% of U.S. adults will suffer from a depressive disorder, which is among the top causes of disability. Over 24.7% of adults and 60% of youth report an unmet need for services."

Mitchell concludes, "Nothing can be more gratifying than working collaboratively with others to make a profound impact on increasing access to mental health services and improving the lives of our patients. There's no question that with the support of bi3, senior leaders, and our primary care partners, we can transform care by identifying mental health issues earlier in children and adults. This funding will help to provide evidence-based treatment and will greatly impact our patients' overall health."

Shared Leadership Committees Advance Nursing Practice

Unit-based groups of staff nurses throughout TriHealth meet routinely to improve nursing practice and policies. The following is a sampling of FY 2023 Shared Leadership Committee (SLC) accomplishments, leading off with the impressive formation of a core triage team in Good Samaritan Hospital's Emergency Department (ED).

Good Samaritan Hospital's ED SLC worked with Manager Bill Hawke, BSN, MBA, RN, and other nursing



Good Samaritan Hospital Emergency Department's SLC created a core triage team, pictured here, to quickly and expertly assess the severity of patients' illnesses and injuries.

leaders to create a 15-member core triage team to quickly evaluate the severity of ED patients' illnesses and injuries. Using an evidence-based, consistent approach to triage allows experienced ED nurses to categorize patient acuity to enhance patient safety and expedite care.

The SLC modeled its team after the successful core triage team at Bethesda North ED, which has been improving and refining its practices for more than 15

years.

"We have been rounding with our team aggressively, ensuring that communication is open and the culture is consistent," says Samantha Koeninger, BSN, RN, CEN, Clinical Nurse Educator.

"This allows us to partner closely with our SLC committee, and support the triage team's needs to deliver the best care in the city. Our scores prove it."

Engagement scores rose by 45% from November 2022 through the end of FY 2023.

Length of visit has been reduced for those who can be fast-tracked for less serious issues because they require fewer ED resources. The goal with fast-track patients is to see, treat and discharge them within 90 minutes.

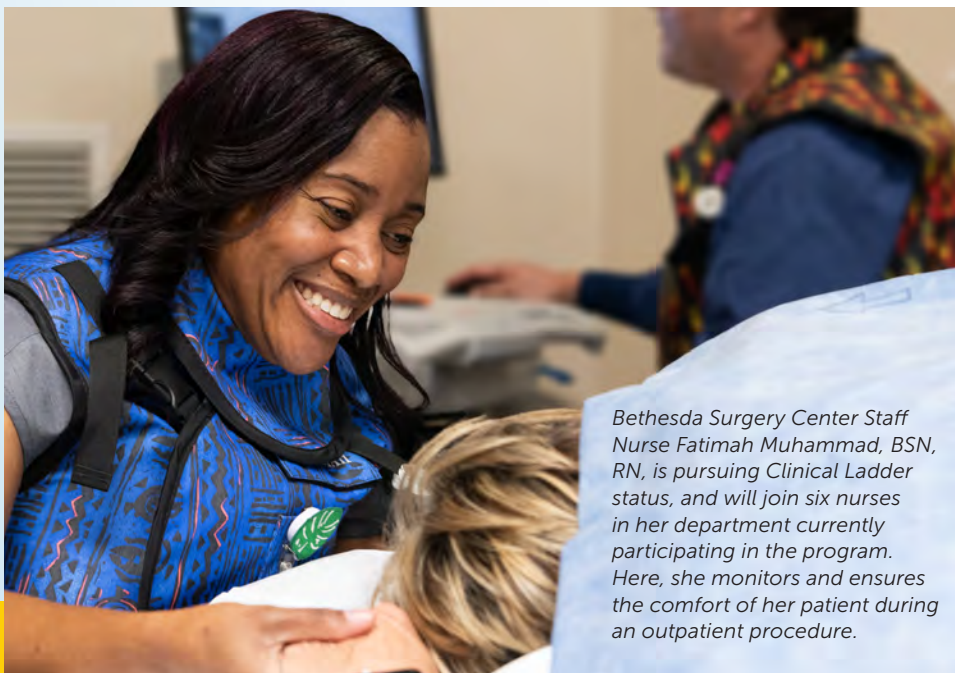
Both the Good Samaritan Hospital and Bethesda North Hospital ED core triage teams have regular meetings to identify ways to improve processes for better outcomes. They attend triage education classes to remain up-to-date on the most current practices.

Other SLC accomplishments across TriHealth included:

- ED SLC teams created their own TNCC classes in collaboration with the Simulation Center. Course directors and instructors are from TriHealth. Last year, the team provided education to more than 50 ED nurses and two ICU nurses.

Bethesda North Region

- The Cardiovascular Intensive Care Unit had no incidents of catheter-associated urinary tract infections (CAUTIs) for more than six months, largely due to education on utilization of Provon wipes every 12 hours and as needed.



Bethesda Surgery Center Staff Nurse Fatimah Muhammad, BSN, RN, is pursuing Clinical Ladder status, and will join six nurses in her department currently participating in the program. Here, she monitors and ensures the comfort of her patient during an outpatient procedure.

- Bethesda North Hospital's Emergency Department SLC developed a podcast to educate nurses on the care of adolescents and young adults who have autism.
- Bethesda Butler Hospital's ED performs a quality challenge every month, selecting a new quality measure to improve. If the department comes in above the benchmark, team members' names go into a drawing for a prize.
- Bethesda Surgery Center nurses' Clinical Ladder participation increased from 46% to 59%.

Good Samaritan Region

- Good Samaritan Hospital's 14CD installed a white board above the tube station, with a grid of daily care activities such as bathing and Foley catheter care. Once a task is performed, the nurse or caregiver checks it off, so others on the unit know which patients have been seen and who still needs attention.
- Good Samaritan Surgery Center West implemented daily charge nurse huddles with Anesthesia to promote communication and planning.
- On 8AB and 8Q at Good Samaritan Hospital, the SLC implemented a practice of presenting team members with charms for their badges, based on clinical performance, good catches and clinical intervention, career milestones, precepting, completing orientation and patient recognition for providing excellent patient care.
- The Endoscopy SLC created a new SBAR (Situation, Background, Assessment, Recommendation) form and asked team members for their input. The form is used daily for inpatients to provide team members with more detailed information to improve patient safety and enhance interdepartmental communication.



Morning Acute Care Tech (ACT) huddles on 6300 at Bethesda North Hospital were established by Nurse Manager Susan Sutton (third from right) and Assistant Nurse Manager Cali Callihan (second from right) to promote patient safety and enhance communication and teamwork among ACTs.

Side Huddles Improve Communication, Patient Safety

When Bethesda North Hospital 6300 Nurse Manager Susan Sutton, BSN, RN, CMSRN, and Assistant Nurse Manager Cali Callihan, BSN, RN, noticed that their acute care techs (ACTs – formerly PCAs) were being pulled away during safety huddles, they decided that the ACTs needed a huddle of their own.

Since the first ACT huddle in October 2022, Callihan runs a huddle each weekday at 8:30 a.m. to “bring the ACT team together to enhance teamwork and promote safety and quality care on the unit,” Sutton says. This successful practice has been adopted by other units at Bethesda North Hospital: 4100, 5200 and 6200.

“Cali always starts with wins for each other or the unit,” Sutton continues. “Then we talk about who are their patients at high risk for falls, or other special considerations, such as restraints or Foley catheters.”

Callihan also reminds the ACTs to complete patient personal care and bathing and to perform Foley care using Provon wipes and CHG baths each day for patients with central lines. Their compliance in using CHG has been 100% since the huddles started and has helped decrease infection rates. Additional benefits of the huddles have been improved response times to bed alarms, an important practice to decrease falls.

“By making them more involved in day-to-day operations, we hope to improve engagement and retention of our ACTs,” Sutton says.

Implicit Bias Training Aims for More Equitable Healthcare

Since 2019, TriHealth has been offering a four-hour, in-person implicit bias training course to team members. In 2021, a 30-minute, online Learn module was created specifically for nursing. Nurses continued to receive this training in FY 2023, as TriHealth strove to educate all team members about implicit bias.

“For us in healthcare, it is integral to recognize our biases, preconceived opinions and judgments. These

form outside our own conscious awareness and can have negative impacts on others,” says Josh Jennings, Diversity, Equity, Inclusion and Belonging (DEIB) Partner.

He continues, “To improve the health status of those in our community, we must focus on providing equitable healthcare to all. The only way to do that is to ensure that we have equitable mindsets toward all.”

Structural Empowerment

Solid structures and processes create an innovative environment where professional practice flourishes, and relationships with the community contribute to improved outcomes.



Guest speakers Judi Godsy, PhD, RN, (shown here) researcher, consultant and nursing faculty member at the University of Kentucky, and Dr. Tomas Hayes, Business Dean at Xavier University, encouraged nurses to embrace the professional brand image that all nurses are leaders.

Nursing Advance Promotes Nurses as Leaders

The Nursing Advance in May 2023 brought together 215 direct care nurses and nursing leaders to brainstorm, network and learn how nurses and others perceive the profession. This was the first in-person Nursing Advance since November 2019.

Keynote speakers focused on “Re-branding the Image of Nursing: Every Nurse is a Leader.”

“During the past three-plus years, nurses learned a lot about stepping up as leaders. The presentation helped us to realize the profound impact nurses have and the effect of our leadership in all areas of healthcare,” says Jennifer Weaver, MSN, RN, Director of Clinical Excellence. “Being a leader means getting involved, being engaged, speaking up, using evidence to make decisions and drive changes, and taking care of ourselves and one another.”

A major interactive portion of the Nursing Advance involved all nurses generating ideas for the next strategic plan, covering fiscal years 2024-2026. Tables of team members had three eight-minute sessions to list ideas to improve key areas such as quality, safety, population health, service, culture and people, and efficiency and innovation.

Presentations from Chief Nursing Executive Jenny Skinner, MSN, RN, NEA-BC, and System Chief Operating Officer Terri Hanlon-Bremer, MSN, RN, rounded out the daylong event.



Care Transition Coalition Welcomes Home Health Agencies

The Care Transition Coalition at McCullough-Hyde Memorial Hospital (MHMH) expanded its efforts in FY 2023, reaching out to home healthcare agencies to increase communication and smooth transitions from hospital to home. In FY 2022, the coalition initially focused its efforts on working with local nursing and rehabilitation facilities to improve communication and transitions from the hospital to facilities to prevent hospital readmissions.

During its annual meeting in June, the coalition hosted more than 20 representatives from local nursing facilities and home healthcare agencies to review the decrease in readmission rates over a year’s time from 15.8% to 12.8% from nursing homes and a decrease from 15.2% to 9.56% from the “all-cause” readmission rate.

“We discussed some windows of opportunity

and strategies to improve,” says coalition leader Melissa Gayle, MSN, RN, ACM, Manager of the Care Management Departments at MHMH and Bethesda Butler Hospital.

Kristin Fightmaster, RN, Supervisor of the Wound Care Department at MHMH, addressed the group about wound care services available at the hospital. Attendees also learned about new diabetes outpatient classes and a new pediatric cardiology clinic.

Gayle also discussed a new Accountable Care Organization (ACO) Reach program involving 25,000 TriHealth patients. A three-day skilled nursing facility (SNF) waiver program, which started in May 2023, waives the requirement for a three-day inpatient hospital stay before a Medicare-covered post-hospital admission for SNF admission. Patients must choose an approved SNF.



The Care Transition Coalition established by McCullough-Hyde Memorial Hospital (MHMH) welcomed representatives from local home healthcare agencies and nursing and rehabilitation facilities to its annual meeting in June 2023. Pictured here, left to right, are MHMH Director of Nursing Nathanael Chaney, MSOL, BSN, RN; Tonya Smith, Admission Coordinator at Knolls of Oxford; Melissa Gayle, MSN, RN, ACM, MHMH Care Management Manager and coalition leader; Dawn Bond, Omni Home Care Account Executive; and Kristin Fightmaster, RN, MHMH Wound Clinic Supervisor.



Nine Cincinnati Public high school students not only earned their high school diplomas in 2023, they also graduated from TriHealth's School-to-Work Program. All graduates are pursuing college degrees in healthcare fields, with aspirations including becoming a nurse, nurse practitioner, physician or physical therapist.

Nursing Supports School-to-Work Apprenticeship Program

Good Samaritan Hospital nurses and acute care techs (ACTs) served as job coaches for nearly 20 Cincinnati Public Schools (CPS) juniors and seniors in FY 2023 as part of a School-to-Work Apprenticeship Program. The program encourages and prepares students from urban schools for healthcare careers. Of the nine participants who graduated from high school in 2023, all will attend college to pursue healthcare careers.

Applicants who are accepted sign up for two years in which they are paid for their work as they rotate through nursing units, pharmacy, physical and occupational therapy, and other hospital departments to gain real-world work experience and mentoring as they explore healthcare careers.

"Most of the students have never had a job in a professional environment," says Joi Lindlau, MSOL, BA, Program Director for TriHealth's School-to-Work Apprenticeship Program. "Urban students are now hungry to pursue careers in healthcare, but many lack knowledge about career opportunities in a hospital. We are giving them a hands-on learning experience, and they've inspired us all."

The partnership with CPS and TriHealth is supported by a \$14 million endowment from bi3 (a philanthropic arm of Bethesda Inc.). Forty-six students have been selected to enroll this fall from five CPS schools: Hughes High School, Riverview East Academy, Woodward High School, Schroder High School and West High School.

Lindlau, notes, "These students have so much potential, and our nurses, nurse managers, ACTs and other mentors are making it possible for them to realize that potential."

Reducing Charting Time for Bedside Nurses

A Nursing Documentation Efficiency Steering Team, meeting since August 2022, has reduced the time inpatient nurses spend on charting activities so they can spend more time on direct patient care.

"Through a joint effort of Nursing, Clinical Informatics and Information Systems, we have made substantial strides in streamlining operations and eliminating redundancies. The result is greater consistency among caregivers, improved alignment with nursing policy and accreditation standards, and most importantly, more time with patients," says Brandi Shoupe, BSN, RN, CCRN-K, PCCN-CMC, RN-BC, Nurse Manager II, Internal Agency.

The changes directly impact nurses on these TriHealth units:

- Medical-Surgical Units
- Telemetry
- Intensive Care Units
- Behavioral Health

Notable changes included:

Implementing Copy Forward – Nursing policy now allows copy forward functionality within the flowsheets. Nurses can copy and paste a previous assessment if nothing has changed in that assessment.

Integration of Early Warning Score (EWS) – The EWS was seamlessly integrated

into vital sign monitoring, drastically reducing up to 25 clicks and eliminating the need for nurses to navigate through multiple screens to record the score.

Revamped Critical Results Documentation – Critical Results documentation was streamlined from 19 rows to seven, simplifying and expediting the process for nursing staff.

Jennifer Todd, MSN, MBA, RN, CV-BC, Clinical Informaticist, is optimistic about future efficiencies: "As the project continues to expand, we are strategically exploring further enhancements in perioperative and obstetrics areas, broadening our scope to optimize nursing practices and operational efficiency throughout the entire inpatient nursing space. We want to maximize valuable time for direct patient care and clinical decision-making."



Behavioral Health Staff Nurse Julian Egbo, BSN, RN, has something to smile about as he charts, thanks to time-saving changes introduced to all TriHealth nurses by the Nursing Documentation Efficiency Steering Team.

New Program Develops Charge Nurse Skills

A charge nurse, in many ways, is like an air traffic controller. In addition to caring for patients, charge nurses must keep tabs on everything happening in a unit at any given time. Before COVID, nursing leaders saw the need to teach and develop those who are new to the charge nurse role. Since COVID, the need has grown, says Rhonda Wilson, MSN, RN, NE-BC, Director of Critical Care Nursing for Good Samaritan Hospital.

"This training is desperately needed for lots of young nurses who came in during COVID," Wilson says. "We used to have experienced charge nurses and still do, but we also have units with a lot of turnover

and no experienced leader to guide the day-to-day functioning of the unit."

In 2022 and 2023, Wilson led efforts to create a Charge Nurse Development Program. Nearly 100 charge nurses completed the two-day course in FY 2023.

Wilson notes, "The charge nurse brings the team together and ensures a high standard of quality and safety. They are right at the point of care and critical to patient outcomes."

The development course is led by nurse managers, directors and organizational development

consultants. New charge nurses learn about their role, communication skills, leadership style, coaching and feedback. Nurses increase their skills in team member recognition, engagement, patient experience and conflict management.

Following the initial two-day course, Tonya Gilmore, MSN, RN, NE-BC, Bethesda North Hospital Critical Care Director, worked with Wilson to develop a charge nurse "mini" session unique to Bethesda North Hospital. Gilmore facilitated this session and an additional session at Bethesda Butler Hospital.

Gilmore also notes the importance of the charge nurse, saying, "The charge nurse sets the tone for the entire day. They are the leader for their team in many ways, including being the clinical expert, the mentor to nurses and acute care technicians, and the first person to complete service recovery."

To supplement information from the two-day course, Wilson and others presented a two-hour mini boot camp in April and May 2023 on nurse leader rounding and how to give feedback while preserving relationships.

"Participants completed a pre-test and post-test, and the overwhelming majority increased their skills," Wilson says. Future mini camps will have themes based on identified needs.

Both the two-day development course and mini camps are open to charge nurses across the system.



Matthew Staley, BSN, RN, (right) who is a recently appointed charge nurse in Bethesda North Hospital's Medical-Surgical Intensive Care Unit, completed the Charge Nurse Development Program in spring 2023. "It gave me the confidence to lead my peers in a meaningful way," he says. He is discussing a patient's vital signs here with Staff Nurse Lycia Hollon, RN.

Community Involvement

TriHealth Nurse Researcher Rachel Baker, PhD, RN, CRN-BC, felt the calling to serve her community and ran for Ohio State Representative in fall 2022. She was elected as State Representative for Ohio House District 27 and began her term in January 2023. She continues her work at TriHealth and travels to Columbus when the House of Representatives is in session. Baker represents approximately 124,000 people on the east side of Cincinnati.

In keeping with her research background, “I have a data-driven, evidence-based mindset,” she says.

Her personal interests are preventive health, population health, mental health, supporting families, and education.

“Since I became a State Representative, I realized what a huge impact individuals can have when they engage in the political process. I’ve met with passionate constituents who have a problem or idea, engage their state representatives in the solution, and really make change for Ohioans.”

She continues, “I thought it would be rewarding to serve my community in this new way, but it has been more than rewarding – it has been life-changing. I realized that as an elected official, I can elevate the voices of the most vulnerable in our community and advocate for changes to improve their lives.

“Every day that I walk into the Statehouse, I am completely honored and humbled with the responsibility that’s been given to me. I’ve learned so much about how to help people in just the first several months of my term.”



TriHealth Nurse Researcher and Ohio State Representative Rachel Baker gives a speech on the Ohio Statehouse floor.

Additional Community Involvement

Across TriHealth, many other nurses volunteered at food pantries, participated in community walks/runs for charitable organizations, made food and clothing donations and gave their time to other worthwhile causes. Some highlights include:

- McCullough-Hyde Memorial Hospital and Bethesda Butler Hospital nurses and social workers participated in Peer Supporters, an Ohio Mental Health & Addiction Services community support program for people recovering from substance abuse. This initiative, kicked off in spring 2022, seeks to improve outcomes for patients in all sectors of the hospital receiving substance abuse rehabilitation. The service is funded by a grant for qualifying patients who can participate for up to a year.
- Bethesda North Hospital 6300 donated items to Bethany House during the holidays; 5300 adopted a family during the holidays through Butler County Family Shelter.

- Nurse Manager Erica Scarborough, MSN, RN, Bethesda North Hospital 6200, mentored minority nursing students through the Black Nurses Network.
- Bethesda North Hospital Special Care Nursery (SCN) nurses and volunteers designed and made quilts for babies who spend a week or more in the SCN. The Bethesda Auxiliary provides funding to buy the material. Quilts are placed over isolettes to soften the baby’s lighting and are given to the family when the baby goes home.
- Nurse Educator Brittany Callahan, MSN, RN, BMTCN, Good Samaritan Hospital 14ABCD, raised more than \$10,000 with the help of her unit for the Leukemia and Lymphoma Society’s Light the Night Walk.
- Team members from Maternity Services at Good Samaritan Hospital raked leaves for Clifton homeowners during a Clean Up Clifton

community event.

- Spence Ingerson, MSN, RN, CCDS, Behavioral Health, Good Samaritan Hospital, serves the community in multiple ways: She is an overnight coordinator for a Cincinnati Interfaith Hospitality Homeless Program at her church. She is a court-appointed Special Advocate with ProKids, working with an assigned foster child. She sings with the all-volunteer, semi-professional May Festival Chorus with the Cincinnati Symphony Orchestra.
- Good Samaritan Surgery Center West participated in a coat drive for the Fall Feast event at Cincinnati Convention Center.
- The TriHealth Vascular Access Team raised money and walked in the Teal Walk for ovarian cancer to support a member of the team who was diagnosed last year. Nearly every member of the team walked.

Nursing Achievements

TriHealth nurses won both local and national recognition for their performance in FY 2023:

Torch of Excellence Award

Oncology Nurse Kathy Roe, BSN, RN, OCN, and Hospice Nurse Chava Vidal, RN, received Torch of Excellence Awards in May 2023. Formerly called the Florence Nightingale Award, this is among the highest honors awarded to Cincinnati nurses.

Roe, who currently works with Radiation Oncology patients, was nominated by her nurse manager as an excellent patient advocate, preceptor and role model.

"I've had the opportunity



Kathy Roe



Chava Vidal

to work with so many incredible patients and families, and I've learned so much from them. I feel blessed to be a part of their journey," Roe says. She provides education, helps patients find community resources when needed and provides extra compassion and support for those who are struggling through their treatment.

Vidal joined Hospice of Cincinnati in 2021 and has proven herself to be a compassionate caregiver, mentor and team player. As one team member wrote about her, "If a family member of mine needed to receive care, I would want it to be from Chava."

Vidal says, "We cannot change the trajectory for our patients, but I believe the goal must be to make someone's day just a little bit easier, be it a patient, family member or co-worker. We are helping to shoulder the burden of loss and diminish the fear of dying through education, compassion and superior nursing care. Helping people pass with dignity and comfort is holy, special work. I love what I do."

Nursing Excellence Awards

Team members who go above and beyond in the daily nursing practice were recognized by their peers with Nursing Excellence Awards. Winners for 2023 were:

Collaborators in Care: Jake Wright, Endoscopy Assistant, Bethesda Butler Hospital, Endoscopy

Engaged Nurse of the Year: Jennie Reed, BSN, RN, CEN, TNCC, Staff Nurse, Bethesda North Hospital, Centralized Option Float

Exceptional Educator: Aminda Seymour, MSN, RN, CEN, VABC, Nurse Educator II, Bethesda Arrow Springs/Bethesda Butler Hospital, Emergency Departments

Nursing Clinical Support: Donna Sweemer, RN, Palliative Nurse Clinician, Palliative Care Supportive Care Clinic, HOC Navigators

Partner in Practice: Brittany Turner, PharmD, BCPS, Clinical Pharmacist, Bethesda North Hospital, Pharmacy

Preceptor/Clinical Coach: Emily Johnson, BSN, RN, CEN, Staff Nurse/Clinical Coach, Bethesda Butler Hospital, Emergency Department

Rookie of the Year: Makenzie Fullerton, RN, Staff Nurse, Bethesda Butler Hospital, Inpatient Unit

Transformational Leader: Rhonda Wilson, MSN, RN, NE-BC, Director of Nursing, Good Samaritan Hospital, Critical Care (See story on page 3.)

DAISY Awards

TriHealth Nursing awarded eight DAISY (Diseases Attacking the Immune System) awards in FY 2023 for the compassion and skill direct care nurses bring to their patients. For the first time, TriHealth also awarded a DAISY Nurse Leader award to Christa Black, MSN, RNC-NIC, Neonatal ICU Nurse Manager, recognizing her as a leader who advocates for her team and builds a culture of



Christa Black

trust, compassion and respect. She also ensures high standards of quality care.

Direct care nurses recognized included:

- Ashley Gormley, RN, Bethesda North Hospital 4100
- Kris Hutchinson, BSN, RN, Good Samaritan Hospital Float Pool
- Aprille Jablonski, RN, Good Samaritan Hospital 14CD
- Chana Kalmanson, RN, Bethesda North Hospital 5300
- Elizabeth Moore, RN, Good Samaritan Hospital Labor & Delivery
- Rachel Peddicord, BSN, RN, Bethesda Arrow Springs Emergency Department
- Hanna Salaam, BSN, RN, RNC-MNN, Good Samaritan Hospital Mother-Baby Unit
- Sandy Smith, RN, Bethesda North Hospital 4100

Living Our Values Awards

The TriHealth Living Our Values Award honors exceptional non-management team members who embody SERVE (Serve, Excel, Respect, Value, Engage) values, consistently exhibit ALWAYS behaviors, and inspire other team members in the process. Ten winners are recognized each quarter.

Nurses honored with this award in FY 2023 included:

- Christine Hassert, MSN, RN, TNCC, CEN, SANE, Bethesda North Hospital Emergency Department
- Kelli Taylor, LPN, Good Samaritan Hospital Wound Care Department
- Pamela George, RN, Hospice of Cincinnati Admitting/Registration
- Jacqueline Woodruff, BSN, RN, CAPA, McCullough-Hyde Memorial Hospital, Same Day Surgery
- Emily Zai, BSN, RN, Good Samaritan Hospital 14ABCD

- **Patricia Page**, BSN, RN, TriHealth Physician Partners Montgomery
- **Kelly Adkins**, RN, Bethesda Healthcare Corporate Health Services, Blue Ash
- **Debra Perkins**, FNP-BC, NP-C, BSN, RN, McCullough-Hyde Memorial Hospital Priority Care
- **Felicia Fallon**, RN, Bethesda North Hospital Same Day Surgery
- **Olivia Wellbrook**, BSN, RN, Good Samaritan Hospital Infusion Center
- **Meghan McCrone**, RN, Ambulatory Complex Care, Baldwin
- **Libby Barlow**, RN, Occupational Health, GE Family Wellness Center
- **Abbie Downs**, BSN, RN-BC, CMSRN, Ambulatory Complex Care, Baldwin
- **Jill Messner**, RN, Hospice of Cincinnati Admitting/Registration
- **Aimee Schulten**, MSN, RN, Bethesda Butler Hospital Emergency Department

Sunshine Award Winners

Established in January 2023, the Sunshine Award recognizes an Acute Care Tech (ACT – formerly PCA), State-Tested Nurse Aide (STNA), or a direct patient care tech (ED, OR, etc.) who consistently demonstrates our core values of Serve, Excel, Respect, Value and Engage, along with our mission to improve the health status of the people we serve.

Winners for FY 2023 were:

- **Amy McCabe**, Electrocardiography Technician, Western Ridge Emergency Department
- **Sylvia McWilliams**, ACT I, Bethesda North Hospital Family Practice
- **Jeremy Fair**, ACT 1, Bethesda North Hospital 4100
- **Jessica Deaton**, RN, (former ACT) Good Samaritan Hospital Clinical Decision Unit



Recipients of the prestigious 2023 TriHealth Directors' Award for Excellence in Nursing are (left to right) Gina Marie Allaire, Karen Fallis, Marisa Pike, Katie Maddock, Karina Rodriguez and Lisa Sierra.

Directors' Awards for Excellence in Nursing

Six nurses received TriHealth's top award for exemplary nursing. Winners of the 2023 Directors' Awards for Excellence in Nursing were:

- **Gina Marie Allaire**, DNP, RNC-OB, C-EFM, Staff Nurse, Good Samaritan Hospital, OB Float Pool
- **Karen Fallis**, BSN, RN, Staff Nurse/Clinical Coach, Good Samaritan Hospital, Neonatal Intensive Care Unit
- **Katie Maddock**, BSN, RN, CLC, RNC-OB, RNC-IAP, Charge Nurse, McCullough-Hyde Memorial Hospital, Labor & Delivery
- **Marisa Pike**, BSN, RN, RNC-OB, HNB-BC, C-EFM, Staff Nurse/Clinical Coach, Bethesda North Hospital, Labor & Delivery
- **Karina Rodriguez**, BSN, RN, TNCC, Staff Nurse and Forensic Nurse Examiner, Bethesda North Hospital, Emergency Department
- **Lisa Sierra**, BSN, RN, CEN, TNCC, FNE, Staff Nurse, Good Samaritan Western Ridge, Emergency Department

Exemplary Professional Practice

Our professional practice model, "Caring for People First," emphasizes patient- and family-centered care. We collaborate with other professionals to create a safe, healing environment that is ethically based, sensitive to diversity and focused on quality.

Patient Experience Scores Move in Right Direction in FY 2023

"Regardless of where you enter our doors, there is a pervasive feeling of human connection created by the TriHealth culture of caring."

– Susan Macy, MBA, BSN, RN, NE-BC, Bethesda North Hospital
Region Chief Nursing Officer

Patient survey scores were fully on target for inpatient care and nearly on target for emergency care across TriHealth in FY 2023. Nursing exceeded overall system scores for both categories.

"I am thrilled with the TriHealth Nursing patient experience performance for FY 2023, and I look forward to continuing the strong work going into FY 2024," says Maria Ashdown, MSN, RN, NE-BC, Good Samaritan Hospital Region Chief Nursing Officer.

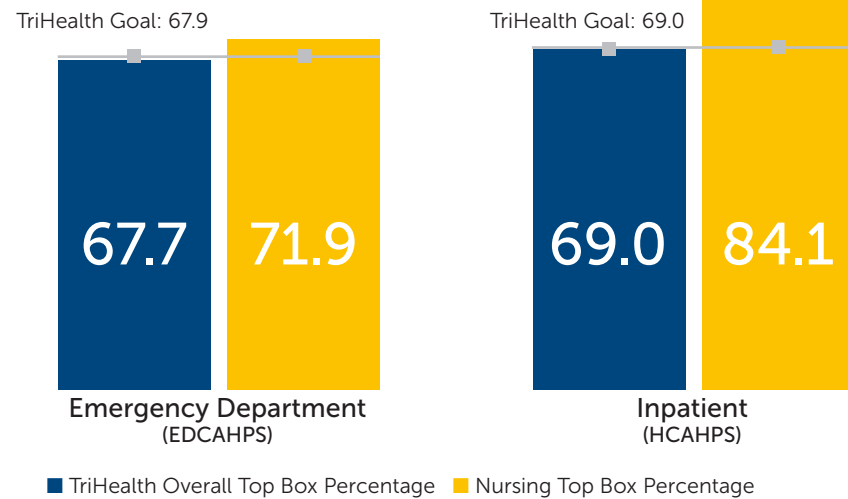
She attributes much of Nursing's success in the Good Samaritan Region to coaching and leader collaboration, saying, "The leaders have not only collaborated with their team members on the 'why' of bedside shift reporting and hourly safety rounding, but they connect the dots with other leaders who support their division."

Susan Macy praises the Bethesda North Region's Nursing leadership, saying, "I am most proud of the collaboration and teamwork amongst the nursing leadership team. Many of the nursing leaders are new to their roles and they have been very engaged and are focused on leading their teams to make that 'personal connection' with our patients and families."

Big accomplishments for the Bethesda North Region, Macy continues, were improved consistency on tactics of hourly safety rounding, bedside shift report and nurse leader rounding. She also applauded the charge nurse development program (see page 10) and hands-on skills labs for Acute Care Technicians (ACTs) as ways to build team members' skills and confidence.

Ashdown acknowledged contributions from other areas, saying, "Nursing, Environmental Services, Food and Nutrition Services, and other departments have all worked together and played a role in our improvement. We used a simplified process that allows the leader to identify key issues and rapidly fix and coach the team on possible opportunities. Leaders can also provide positive feedback in real time and recognize the great work that's being done."

FY 2023 Top Box Scores for TriHealth Overall and for Nursing



Although Nursing did not formally establish a goal, it outperformed a national benchmark metric. It also outperformed TriHealth overall Top Box scores and exceeded the goals for the TriHealth system for both Emergency Departments (EDs) and Hospitals (Inpatient).

How the Survey Scoring Works

To help assess team member performance and patient experience, TriHealth uses Consumer Assessment of Healthcare Providers and Systems (CAHPS) surveys for both Hospital/Inpatient (HCAHPS) and Emergency Department (EDCAHPS).

Discharged patients surveyed by an independent company called Press Ganey are asked to "Rate ER Care 0-10" for the Emergency Department or "Rate Hospital 0-10" for inpatient care. Press Ganey tabulates the percentage of patients who rate each question a highly favorable score of nine or 10. These are Top Box scores, and TriHealth uses them to measure patient experience. The data presented in the graph above is provided by the TriHealth Patient Experience Insights Analyst team, who partner with Press Ganey to process the data.

The score for nurses is based on patients' responses to questions about courtesy and friendliness of nurses and other parameters that are combined into a single score. At 71.9% for ED and 84.1% for inpatient, nurses had higher Top Box scores versus the overall TriHealth system.

Nurses as Teachers

Teaching is an essential role among nurses. The following are three outstanding examples of nurses who went above and beyond their positions in FY 2023 to elevate the understanding and skills of other team members.

Educators Revamp Critical Care Nursing Development Program

Five years ago, nurses seldom came directly out of nursing school to work in an Intensive Care Unit (ICU).

“Now, it’s a new time and we are accepting new grads. We needed to ramp up our education,” says Jennifer Gubser, MSN-Ed, RN, CCRN-K, TNCC, Nurse Educator for Bethesda North Hospital’s Medical-Surgical Intensive Care Unit (MSICU) and Progressive Care Unit (PCU).

Gubser and former Good Samaritan Hospital MSICU Nurse Educator Hannah Toler, BSN, RN, CCRN-CSC, worked together to create a new Critical Care Nursing Development Program, replacing an outdated program.

“We wanted to orient the new nurses completely and quickly to become safe and productive members of the staff,” Gubser explains. They reached out to Sara Hylton, BSN, RN, CCRN, Nurse Educator for Bethesda North Hospital’s Cardiovascular ICU (CVICU), and Casey Robinson, MSN, RN, CCRN, SCRNP, Nurse Educator for Good Samaritan Hospital’s Neuro ICU, to develop the program, and provide specialty information.

In FY 2023, the program trained two cohorts, with a total of 30 nurses. Six four-hour sessions include both lecture-discussion and hands-on learning activities on body systems and unit-specific issues.

“This is a very skilled environment, and education is key to getting nurses thinking critically. This program targets what nurses need to know,” says Julie Reynolds, BSN, RN, CCRN, who recently became Nurse Educator in Good Samaritan Hospital’s MSICU.

Gubser concludes, “We’re providing a clear, consistent message of our expectations, with a goal of providing safer, more efficient care.”



Critical Care Nurse Educators (from left) Sara Hylton, Casey Robinson, Julie Reynolds and Jennifer Gubser discuss their development program for new critical care nurses.

Training New Nurses to Insert Intravenous Catheters

Perioperative Nurse Educator Debra Asbrock, MSN, RN, CV-BC, Good Samaritan Hospital, noticed that new nurses coming to Same Day Surgery for experience in starting intravenous (IV) catheters weren’t getting many opportunities.

“I saw that my nurses weren’t comfortable doing this with the new nurses,” Asbrock says. “I saw a need and started taking over the training program.”

In FY 2023, Asbrock trained 55 nurses herself with her two-hour IV Access Training Program. She explains, “I make new nurses put a tourniquet on me, and we use an advanced venipuncture training aid with a blood return. We correct technique before going into a patient’s room, to help nurses feel confident. If they’re afraid, it makes the patient afraid.”

A similar Vascular Access Experience program was introduced in January 2023 at Bethesda North Hospital. Perioperative Educators Wendi Duncanson, MSN, RN, and Shari Boys, BSN, RN, schedule two sessions a week to train new nurses one-on-one to safely and expertly start IVs.

“This is a skill set every nurse needs for their whole career,” Duncanson says. “Many didn’t learn it in nursing school, especially during COVID. This extra training builds confidence between patient and nurse.”

As a supplement to this training at both hospitals, the TriHealth Vascular Access Team, which places peripherally inserted central catheters (PICC), offers their own education on caring for PICC lines and peripheral IV insertions.

Promoting the Power of Data Entry

Kim Carter, MSN, RN, Program Administrator for Nursing Quality, believes in the power of key metrics documentation to elevate the quality of patient care. Part of her job is to collaborate with and train nurses to record key performance metrics ranging from medication bar code scanning to fall prevention to suicide prevention screenings.

In FY 2023, Carter developed an e-Learn to teach new Nurse Managers, Assistant Nurse Managers, and new unit Quality Representatives to enter their nursing quality data into the Analytics and Decision Support software program, which tracks quality metrics on a scorecard that tabulates nurses’ compliance with quality indicators.

“We want new Nurse Managers and Assistant Nurse Managers to understand the information required for their department and then engage their staff nurses to enter data monthly,” Carter says.

In FY 2023, compliance with entering data into Analytics and Decision Support reached 90.24%. The impressive increase over an 80.04% compliance in FY 2022 is largely due to Carter’s diligent efforts to engage nurses and be accessible. She visits Good Samaritan and Bethesda North Hospitals monthly to answer nurses’ questions about data entry.

“I love getting out and meeting everyone,” Carter says. “I call it quality fun.” She sends out tip sheets and learning aids, plus coordinates and judges quality board contests.

Carter notes, “These are metrics that TJC [The Joint Commission], CMS [Centers for Medicare and Medicaid Services] and NDNQI [National Database of Nursing Quality Indicators] are tracking and trending throughout the country. Our performance is benchmarked against other hospitals, including Magnet-recognized facilities. These are measures we take for granted, but any improvement will make patients safer and provide better care.”

TriHealth Affiliates with Cleveland Clinic Heart, Vascular & Thoracic Institute

TriHealth's Heart and Vascular Institute announced in December 2022 a new affiliation with Cleveland Clinic's Heart, Vascular & Thoracic Institute. The world-renowned institute will share its best practices for heart care, giving TriHealth patients access to the expertise of Cleveland Clinic physicians, as well as the latest technologies and innovations in heart care.

Suma Thomas, MD, Vice Chairman of Strategic Operations, Cleveland Clinic Heart, Vascular & Thoracic Institute, notes, "Cleveland Clinic has identified TriHealth as the premier cardiac program in the Cincinnati area, with a long history of excellence in heart care. This affiliation is a collaboration that enables both organizations to optimize cardiac care for all patients."

Jessica Carter, BSN, RN, Staff Nurse/Charge Nurse for the Bethesda North Hospital Cardiac Catheterization Laboratory (Cath Lab), says, "It's exciting to be recognized for doing amazing things every day and



Cardiac Catheterization Lab Nurses (from left) Kylie Luebbering, RN; Aubriana Mears, BSN, RN; Jessica Carter, BSN, RN; and Sarah Shaw, RN, are ready to go to work in one of three catheterization labs opened in December 2022.

changing lives. Our affiliation [with the Cleveland Clinic] will provide our team with resources, mentorship and new ways to provide the highest quality care possible to our patients."

Bethesda North Hospital's campus opened the following procedure rooms in December 2022:

- 3 catheterization labs

- 3 electrophysiology labs
- 2 interventional radiology rooms

These are in addition to existing hybrid operating rooms and an interventional radiology room. Two transesophageal echocardiogram rooms will open by the end of 2023. In FY 2023, the heart team at Bethesda North Hospital performed 8,043 catheterization and electrophysiology procedures.

Advanced procedures and a strong surgical program are supported by 32 newly renovated rooms in the Cardiovascular Intensive Care Unit at Bethesda North Hospital.

"TriHealth is committed to advancing heart care in our region, and this can be seen with the investment in new labs and our affiliation with The Cleveland Clinic," says Lisa Lockhart, MA, BA, RN, Director of Cardiovascular Services. "Our team is excited to provide the best heart care possible to our community."

Checkups for New Babies

The Mother-Baby Unit at Bethesda North Hospital rolled out a service in December 2022 to check newly discharged newborns. Modeling after an outpatient service provided at Good Samaritan Hospital, Bethesda North Hospital began offering three appointments a day in the Newborn Nursery for newborns who are three to five days old. They come back for checks on weight and signs of jaundice. Parents can also ask questions.

The service replaced the work of a home care company that had been doing home visits on newborns. "Our physicians did not feel comfortable with infants not being seen by a physician within three to five days after discharge," says Stacy May, BSN, RN, RNC-MNN, Nurse Manager for the Mother-Baby Unit.

The service sees about 25 patients a month, frequently serving new parents who have language barriers, and who may find it difficult to quickly get pediatric appointments for their infants. After the visit is complete, the primary care provider receives a follow-up report.

Providing a Place of Respite for Nurses

Watson Caring Rooms on floors 15, 14, 11 and 7 at Good Samaritan Hospital each provide nurses with a place of respite when they need a private space to rest and recover during a work shift. Amenities include a massage chair, aromatherapy, meditative music, soft lighting, essential oil lotion, and peaceful artwork.

They are called Watson Caring Rooms in keeping with Nurse Jean Watson's Theory of Caring, which promotes being gentle and compassionate with oneself before offering compassionate care to others.

All but the room on the 15th floor, which was partially funded by the Good Samaritan Hospital Foundation, have been donated by Kelly Beischel, PhD, RN, CAPP, CPPC, and her husband, Joe, after Joe received remarkable nursing care across TriHealth. Dr. Beischel wanted to provide a sanctuary for nurses during their workday to counteract burnout.

Funding has been committed for additional rooms in Psychiatry, Medical-Surgical Intensive Care Unit, Emergency Department and 8AB at Good Samaritan Hospital, and two units at Bethesda North Hospital.



Staff Nurse Amanda Rankin, BSN, RN, PCCN, takes a break from a challenging morning and relaxes in a massage chair in a Watson Caring Room on the seventh floor at Good Samaritan Hospital.

Efforts Continue to Reduce Hospital-Acquired Pressure Injuries and Falls

Across TriHealth, reducing hospital-acquired pressure injuries (HAPIs) and falls remained a top priority in FY 2023. Rates for both were stable and at or near target goals.

Reducing HAPIs

In the aftermath of COVID, the Skin Care Champions Committee was revived, led by nurses specializing in wound, ostomy and continence care. Skin care champions on each unit are available as teachers and resources.

Units that went eight or more quarters without a HAPI included:

- Bethesda Butler Hospital Inpatient Unit and Intensive Care Unit
- Good Samaritan Hospital 8AB, 8Q and Neonatal Intensive Care Unit
- McCullough-Hyde Memorial Hospital Inpatient Unit and Intensive Care Unit

Progress in Reducing Falls

Notable achievements in reducing falls included:

Good Samaritan Hospital

(where total falls decreased from 222 to 182 and falls with injury declined from 66 to 57 in FY 2023):

- 8AB had no falls from January 2023 to May 23, 2023
- Neonatal Intensive Care Unit went eight quarters without any falls with injury
- Medical-Surgical Intensive Care Unit went four quarters without a fall with injury
- Neuroscience Intensive Care Unit and Mother-Baby Unit went three quarters without any falls with injury

Bethesda North Hospital

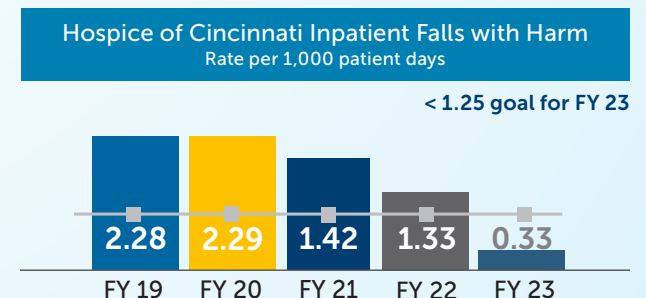
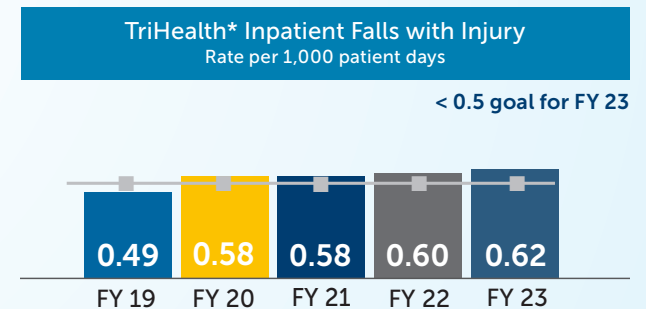
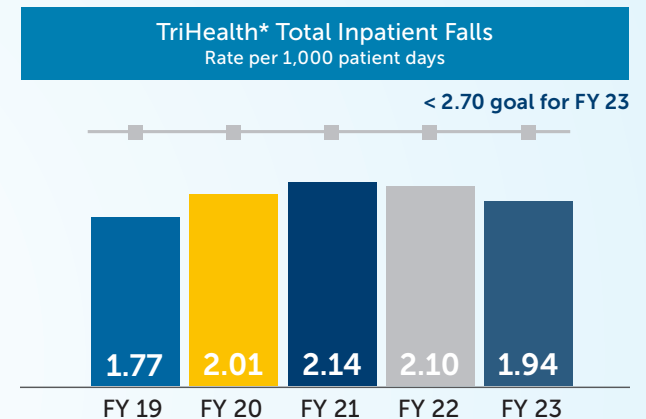
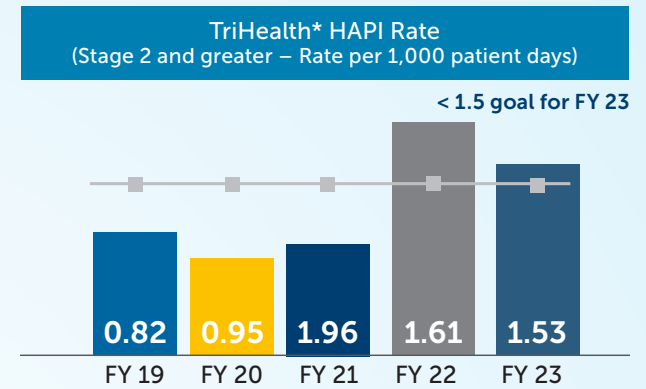
- Special Care Nursery went eight quarters without any falls with injury

McCullough-Hyde Memorial Hospital

- Intensive Care Unit and Mother-Baby Unit went eight quarters without any falls with injury

Successful strategies included:

- Nurse managers at all sites led fall prevention meetings and Good Samaritan Hospital added a Falls Prevention Planning Group.
- Nursing units throughout the system conducted bed alarm audits and focused on hourly rounding throughout the system.
- Good Samaritan Hospital's 12ABC and Neuro Intensive Care Unit implemented a daily mini huddle with ACTs (Acute Care Techs). At shift change, each ACT is assigned three to four patients to offer intentional toileting and safety checks.
- Bethesda North Hospital's 4200 has implemented a sitter algorithm to guide nurses on when to obtain a sitter for fall risk patients.
- Bethesda North Hospital's 6300 and 14ABCD at Good Samaritan Hospital trialed a new alarm management system that went to the VOALTE phones. The phone notified the nurses when a bed alarm was ringing.



* Includes Bethesda North, Bethesda Butler, Good Samaritan and McCullough-Hyde Memorial Hospitals

TriHealth Maintains Specialty Certifications

In FY 2023, TriHealth continued to hold several specialty-specific certifications from The Joint Commission. This distinction is awarded to hospital programs with high-quality outcomes, consistent standards, performance improvement and exceptional teamwork.

Bethesda North Hospital

- Joint Replacement – Hip
- Joint Replacement – Knee
- Hip Fracture
- Inpatient Diabetes
- Perinatal Care
- Patient Blood Management
- Advanced Thrombectomy Capable Stroke Center

In addition, Bethesda North Hospital is certified in Left Ventricular Assist Device by DNV-Healthcare, certified in Trauma Care by the American College of Surgeons, and an accredited Sleep Center by the American Academy of Sleep Medicine.

Good Samaritan Hospital

- Advanced Total Hip and Knee
- Joint Replacement – Shoulder
- Leukemia
- Inpatient Diabetes
- Perinatal Care
- Patient Blood Management
- Pancreatic Cancer
- Comprehensive Stroke Center

Bethesda Arrow Springs

- Acute Stroke Ready

Bethesda Butler Hospital

- Advanced Primary Stroke Center

Good Samaritan Western Ridge

- Acute Stroke Ready

McCullough-Hyde Memorial Hospital

- Acute Stroke Ready

All Six TriHealth EDs Hold ENA Lantern Awards

TriHealth is the Nation's Only Health System With All EDs Recognized

TriHealth Emergency Departments at Good Samaritan Western Ridge, McCullough-Hyde Memorial Hospital (MHMH) and Bethesda Arrow Springs have been awarded the Emergency Nurses Association (ENA) Lantern Award for 2023-2026. This is the first time MHMH has received the award, the second time for Western Ridge and fourth time for Arrow Springs.

Bethesda North, Bethesda Butler and Good Samaritan Hospitals all have received the three-year Lantern Award in the past two years, making TriHealth the only healthcare system in the country with every one of its emergency departments Lantern recognized for exceptional and innovative performance.

Adding to ED accomplishments, Jeannie Burnie, MS, APRN, AGCNS-BC, CEN, FAEN, FCNS, Senior Education Manager for TriHealth Emergency Services, was re-elected to the Ohio ENA board of directors.



LEFT McCullough-Hyde Memorial Hospital's Emergency Department received the Emergency Nurses Association Lantern Award for the first time in 2023.

RIGHT Good Samaritan Western Ridge team members received the Lantern Award in 2023 for the second time.



LEFT This is the fourth time Bethesda Arrow Springs has been recognized with a Lantern Award for exceptional performance in emergency care.

New Knowledge, Innovations and Improvements

Nurses integrate existing evidence into practice, discover new evidence and visibly contribute to the science of nursing through research and innovations.

Evidence-Based Practice Projects Help Raise Care Standards

TriHealth nurses completed four evidence-based practice projects in FY 2023. Work continues on 10 additional projects. Completed projects included:

Transitioning Special Care Nursery Infants to Home Bottles: Denise Omlor, RN, C-EFM, and Robin Williams, RN, both Bethesda North Special Care Nursery nurses, analyzed whether parents of infants in the Special Care Nursery born at 32 to 38 weeks felt less anxiety in transitioning their babies to home bottles while in the hospital versus waiting until the baby arrived home. They found that 78% of those who used home bottles before their infant was discharged had less anxiety and were able to successfully feed their infant at home.

A new guideline in policy recommends that nurses ask all parents to practice using home bottles prior to discharge.



Denise Omlor, Staff Nurse in Special Care Nursery at Bethesda North Hospital, (right) counsels new mom Margaret Johnson on practicing feeding her preterm baby, Scarlett, in the hospital with home bottles.

Medication Scanning Efficiency in the Emergency Department (ED): Jessica Goodwin, BSN, CMSRN, Bethesda North Hospital ED, explored whether scanning medications with Epic Rover access in Voalte phones in the ED increased the number of medications scanned prior to administration. She and her team concluded that Rover barcode medication scanning enhanced patient safety. Rover barcode scanning was implemented in all TriHealth EDs and psychiatric units, effective April 2023.

Caring for Patients with Autism Spectrum Disorder (ASD) in the Emergency Department (ED): Jessica Woodruff, BSN, RN, CEN, and Natalie Zimmerman, BSN, RN, CEN, both Bethesda North Hospital ED nurses, asked whether nurses caring for neurodiverse individuals who received education about ASD and aversion kits felt more confident and comfortable caring for patients with ASD. They determined the education was valuable, and a podcast has been developed for nurses, diversion kits created and iPads incorporated. Plans are underway to implement the project in all TriHealth EDs.

Benefits of Providing Narcan Kits to Patients Discharged After an Overdose: Aimee Schulten, MSN, RN, Bethesda Butler Hospital Emergency Department (ED) Nurse, and Aminda Seymour, MSN, RN, CEN, VA-BC, Educator for Bethesda Butler ED at the time, asked whether providing a Narcan kit at discharge to patients presenting to the ED with an opioid overdose decreases the number of opioid overdose patients seen during a six-month time frame. They discovered a 50% overall decrease in opioid overdose patients who were seen in the ED, as 48% of the eligible patients accepted the medication at discharge.



After completing a pilot study for student nurse interns at TriHealth, Lauren Taylor, BSN, RN, joined the 14CD oncology unit at Good Samaritan Hospital as a staff nurse. She is currently working and participating in TriHealth's Professional Nurse Residency Program.

Research Study Evaluates Nurse Internship Program

TriHealth nurses completed one research study in FY 2023. Research continues with 12 additional studies. The completed study was titled:

Evaluating a Student Nurse Internship Program to Facilitate Transition to Practice

Principal Investigators: Kristen Bagnall, MSN, RN, CMSRN, GERO-BC; Alyssa Graham, MSN, RN, NPD-BC, RNC-OB, C-EFM; and Jennifer Weaver, MSN, RN – all from the Corporate Clinical Education team.

Six of seven student nurse interns hired for a pilot study accepted positions at TriHealth as new graduate registered nurses. TriHealth expanded the internship across multiple hospitals and service lines. The goal is to hire more than 60 interns in FY 2024.

Taking a PACU Pause

Both the Bethesda Surgery Center (BSC) and TriHealth Minimally Invasive Surgery Center (MISC) implemented a PACU (Post-Anesthesia Care Unit) pause after every surgery. When a patient is moved from the operating room to the recovery room, nurses first hook up the patient to monitors before any report is given. The surgical report can then be given from Anesthesia and the circulating nurse.

“Verbal communication is susceptible to information loss, because the PACU environment is fast-paced and filled with distractions, interruptions, and multi-tasking that may divert the nurse’s attention. The PACU pause can improve patient safety because it increases nurse concentration during the handoff,” says Patrick Bobst, MSN, RN, CPAN, Nurse Manager, Bethesda Surgery Center.

A Journal Club article read by team members of both surgery centers, titled “Navigating the Path to a Sustainable ‘PACU Pause’ and Standardized Perioperative Handoff: A Quality Improvement Project,” prompted the change.

Journal Club members took the idea to their respective Shared Leadership Committees and adapted the findings in the article they read to create a new clinical practice guideline at the TriHealth facilities.

Bobst explains, “It took a long time for this to be adopted, accepted and hardwired as a normal/standard practice at both BSC and MISC. Now, it has improved the PACU nurses’ satisfaction and readiness for report and improved content of SBAR [Situation, Background, Assessment, Recommendation] report.”

Nurses Choose Favorite Poster Presentations

Each year, TriHealth Nursing Research Council selects outstanding poster presentations by TriHealth nurses and creates an educational video for nurses to watch online. In May 2023, 684 nurses viewed the video, featuring 10 different presentations. Nurses voted on their favorite research study, evidence-based practice project and quality improvement project. Poster winners for 2023 were:

Research

Evaluating a Student Nurse Internship Program to Facilitate Transition to Practice – Kristen Bagnall, MSN, RN, CMSRN, GERO-BC; Alyssa Graham, MSN, RN, NPD-BC, RNC-OB; Jennifer Weaver, MSN, RN

Evidence-Based Practice

Naloxone Kit Distribution in the Emergency Department – Aimee Schulten, BSN, RN



Corporate Clinical Education team members (from left) Kristen Bagnall, Alyssa Graham and Jennifer Weaver won the research award for their evaluation of the student nurse internship program.

Quality Improvement

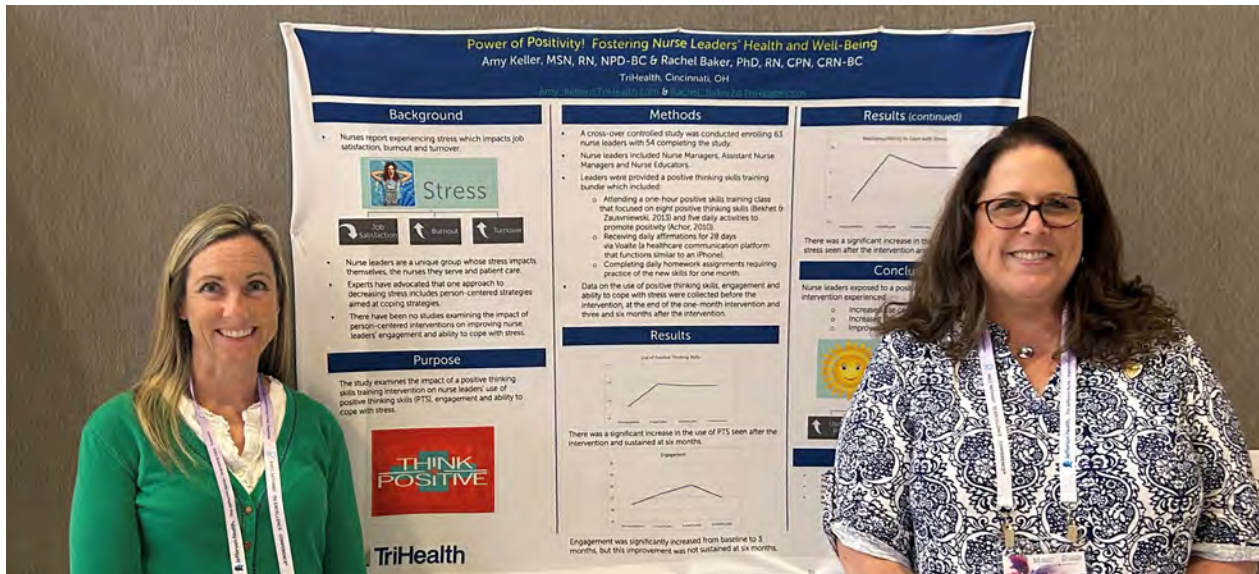
TriHealth Outpatient Alcohol & Drug Treatment Program (TOADTP): Standardized Intake Process – Physician Referral – Cody Jackson, BSN, RN, SANE, CMSRN, RN-BC



Staff Nurse Aimee Schulten was the top vote-getter for evidence-based practice projects in the 2023 Electronic Poster Day program. She is pictured front and center with her plaque, surrounded by her Bethesda Butler Hospital Emergency Department team members and the chairs of Research Council.



Nurses selected Psychiatric Intake Nurse Cody Jackson’s presentation as the best quality improvement project. Her project focused on improving intake and physician referral for the TriHealth Outpatient Alcohol and Drug Treatment Program. She is pictured (second from left) with her supervisor and Research Council representatives.



TriHealth Nurse Researcher Rachel Baker (left) and Professional Excellence Specialist Amy Keller (right) made a poster presentation at the ANCC National Magnet Conference concerning their research on how positive thinking strategies can help nurse leaders stay more engaged with their team members and reduce stress.

Disseminating Knowledge: Presentations and Publications

By sharing information through presentations and publications, TriHealth nurses contributed to broadening the body of knowledge for the nursing profession. Highlights from FY 2023 appear below.

State/National/International Presentations

- “Power of Positivity! Fostering Nurse Leaders’ Health and Well-Being” – poster presented by Rachel Baker, PhD, RN, CRN-BC; Amy Keller, MSN, RN, NP-D-BC, at ANCC Pathways to Excellence Conference, Philadelphia, PA, October 2022.
- “The Unexpected Spark in Clinical Inquiry Amidst a Pandemic” – podium presentation by Rachel Baker, PhD, RN, CRN-BC, at the ANCC National Magnet Conference Research Symposium, Philadelphia, PA, October 2022.
- “High-risk Antenatal Breast Pumping Education: Increase Pump Initiation Scores” – poster presented by Gina Marie Allaire, DNP, RNC-OB,

C-EFM, at the 33rd International Nursing Research Congress, Sigma Theta Tau, Edinburgh, Scotland, August 2022.

Publications

Research Studies:

- Keller, A., Baker, R.B., Ballhaus, B., Brehm, S., Hanselman, S., & Huff, M. (2022). “Power of positivity.” *American Nurse Journal*. <https://www.myamericannurse.com/power-of-positivity/>
- Clephane, K., Heheman, C., Gardner, J., MacPherson, S., & Baker, R.B. (2023). “Assessing a pediatric nursing simulation with an electronic health record, video-assisted debrief, and minimized group sizes.” *Clinical Simulation in Nursing*, 76, 17-25.
- Visscher, M.O., McKeown, K., Nurre, M., Strange, R., Mahan, T., Kinnett, M., Campbell, D., Baker, R.B., & Narendran, V. (2023). “Skin care for the extremely low-birthweight infant.” *NeoReviews*, 24, e229-e242.

New Technology Acquired

TriHealth introduced new technologies in FY 2023 to enhance patient care. These included:

Raumedic neuromonitoring, installed in late summer 2022, is used for patients who have suffered a severe neurological event. Requested by Good Samaritan Hospital neurointensivists and neurosurgeons, the monitoring provides real-time data, including the brain’s temperature and oxygenation. Used in combination with intracranial monitoring, which alerts providers to higher pressure in the brain, Raumedic neuromonitoring allows earlier interventions that can prevent further cerebral damage.

Outset Tablo Hemodialysis System, installed in December 2022 on the Good Samaritan Hospital Medical-Surgical Intensive Care Unit (MSICU), allows the hospital to deliver better care for a better value, according to MSICU Nurse Manager, A.J. Mehlretter, BSN, RN, CCRN. It requires only an electrical outlet and tap water to operate. It creates its own dialysate out of tap water, using filters and additives. Because the therapy does not have to run continuously, it is more efficient and cost effective, and patients can be disconnected for trips to imaging or physical therapy.

Stryker Laparoscopy Tower arrived in Bethesda North Hospital’s Surgery Department in summer 2022, featuring better visualization during surgeries, with advanced camera systems, display monitors and scopes to enhance the physician’s ability to perform surgeries with greater precision. “We also have a spy function to test for good blood flow,” says Jennifer Weitlauf, BSN, RN, Surgery Assistant Nurse Manager. Additional features include safer light cords and a smoke removal system from the abdomen, ensuring clear visualization of the surgery site. The system includes built-in wireless video transmission, and images can be sent directly to a patient’s electronic medical record in Epic.

Weitlauf oversaw replacing the previous equipment with new equipment and having the new systems ready and sterilized for each scheduled surgery. She says nurses attended in-services on how to use the new equipment and assist with surgeries.

“In addition to performing laparoscopic procedures, our surgeons can take a preliminary look inside the body before performing robotic surgery,” Weitlauf says.

TriHealth Nursing by the Numbers

3,628

TriHealth nurses

3,146

Registered nurses

249

Licensed
practical nurses

233

Advanced
practice nurses



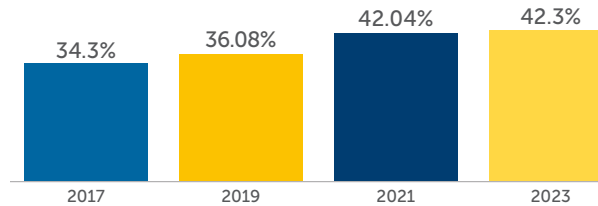
Staff Nurse Emily Zai, BSN, RN, 14CD, Good Samaritan Hospital, updates a white board that alerts all team members about which patients have received daily hygiene care and which still need to be seen.

Professional Development

Certifications

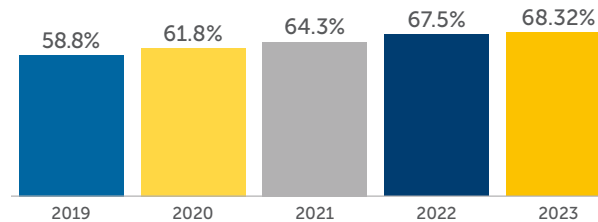
- Nurses achieved **64** new specialty certifications.
- **92** nurses became recertified.
- Total of certified nurses: **621** of 1,468 eligible nurses in their specialty for more than two years.

Percentage of TriHealth Direct Care Nurses with Certification

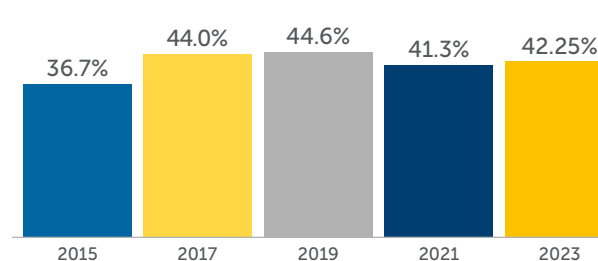


Nursing Degree

Percentage of TriHealth Direct Care Nurses with BSN or Higher



Percentage of Nursing Management with Graduate Degrees

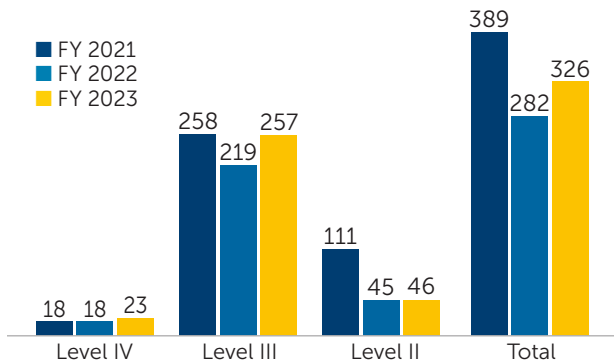


Continuing Education

6,230
nursing
team
members

earned **14,634** CE credits in 406 live continuing education offerings in FY 2023. TriHealth educators also created many more CE courses, which were offered as web-based trainings through Corporate Clinical Education. In addition, HR Corporate Education reported that **3,982** team members were able to select from **8,198** Learn online courses to earn contact hours.

Clinical Ladder Participation



Community Outreach

Interpreter Services

3,279,523
minutes

minutes of interpreting provided through TriHealth nurses collaborating with Diversity, Inclusion and Language Services. People communicated in **85** languages via in-person, phone and video interpreters. This is an increase from FY 2022, in which **2,325,587** minutes were logged.

Corporate Health Onsite Medical Services

50 healthcare practitioners (physicians, nurse practitioners, physician assistants, nurses, licensed practical nurses) provided services to:

- **18** business partners
- **57,000+** employees (and students at Miami University, Oxford)

Discharge Call Center

16,066 discharged inpatients and **24,128** Emergency Department patients were reached by eight team members in TriHealth's Discharge Call Center. The team made phone calls to inpatients discharged with a diagnosis more likely to cause readmission. They contacted patients with a diagnosis of stroke and diabetes in support of TriHealth's Center of Excellence status for stroke and diabetes care. The Discharge Call Center is part of the Service Institute Team, along with Guest Services, Volunteer Services and Patient Relations.

TriHealth Nurse Midwives

- 7** nurse midwives
- Centering Pregnancy Program:
 - OB-Gyn Center at Good Samaritan Hospital: **91** class participants completed **345** visits
 - TriHealth Nurse Midwives Clifton office: **76** participants completed **292** visits

Cardiac Rehabilitation Programs

TriHealth Fitness & Health Pavilion

- Patients: **413**
- Visits: **11,373**

Good Samaritan at Western Ridge

- Patients: **233**
- Visits: **5,680**

Foundation and Guild Contributions

- In FY 2023, Good Samaritan Foundation's Grateful Patient Program honored **43** nurses and nursing teams and raised a total of **\$139,780** to support services in the Good Samaritan Region.
- The Good Samaritan Hospital Guild funded projects across the Good Samaritan Region in support of the nursing staff to further enhance the work they do for patients and families served. A total of **\$53,292** was awarded to Speech Therapy, the Emergency Department, Emergency Management, Vascular Access and Senior Behavioral Health, specifically for the nurses within their designated roles.
- The Mary Ann McGrath Nursing Scholarship Fund reimbursed **300** Good Samaritan Hospital team members nearly **\$20,000** for further education.
- The Bethesda Foundation received **\$22,820** in FY 2023 from grateful patients to support projects and programs in the Bethesda region. The Grateful Patients and Families Program honored **22** individual nurses and **17** nursing teams from Bethesda North and Bethesda Butler Hospitals.
- Nursing scholarships totaling **\$125,000** were awarded. Bethesda Auxiliary gave **\$65,000** to support nurses and nursing teams at Bethesda North Hospital and Bethesda Butler Hospital.



Matt Schneider, RN, pictured with 15AB Nurse Manager Erika Gilbert, BSN, RN, PCCN, CMSRN

Nursing Achievements

Innovation Center Bright Ideas

- **6,209** Bright Ideas were submitted, many by nurses
- **27%** of Gold Shovel Ideation Awards were given to nurses for their outstanding Bright Ideas
- **52%** of Spotlight Recognitions were awarded to nursing staff for exceptional Bright Ideas



MaryLynne Moorman, Gold Shovel winner.

Two outstanding ideas included:

- Gold Shovel Winner MaryLynne Moorman, MSN, RN, Nursing Instructor at the Good Samaritan College of Nursing & Health Science, suggested that a form for nursing students who fail a test should be titled "Road to Success," with information to help students focus on what they can do to succeed. The previous protocol required a student who failed a test to meet with their clinical instructor (which they still do) and then receive performance counseling. The latter is also used when a student doesn't follow policies and procedures. Moorman pointed out that failing a test is already demoralizing, without adding a performance counseling session to compound the feeling of failure. Her recommendations to drop performance counseling and change the form name have been adopted.
- Matt Schneider, RN, staff nurse for Good Samaritan Hospital 15AB, suggested applying the new number for suicide help (988) on After-Visit Summaries given to patients at discharge.

TriHealth Mission Statement

Our Mission is to improve the health status of the people we serve. We pursue our Mission by providing a full range of health-related services including prevention, wellness and education. Care is provided with compassion consistent with the Values of our organization.

TriHealth Nursing Division Mission

The Mission of TriHealth Nursing is to assist and support the people we serve to optimize their health status. We pursue our Mission through interdisciplinary collaboration to provide services across the continuum of care and throughout the life span.

Vision

EVERY TriHealth nurse is a leader!

Philosophy

The nursing philosophy within TriHealth is rooted in the Christian heritage of the Founding Sisters of Charity and the German Methodist Deaconesses.

- 1 We believe that each human being possesses personal dignity, worth and God-given human rights.
- 2 We believe in the uniqueness of the individual and approach care from a holistic perspective.
- 3 We believe that caring and service are fundamental components of the art, science and practice of nursing.
- 4 We believe the professional nurse is responsible for implementing the nursing process to guide nursing practice.
- 5 We believe nursing processes and patient outcomes are enhanced in an environment of continuous quality improvement and collaborative practice.
- 6 We believe each nurse is responsible and accountable for his/her own practice and professional development.
- 7 We believe creativity, innovation, competency, stewardship, compassion and leadership are needed to assure our future state.
- 8 We believe we are responsible for creating a professionally satisfying and rewarding practice environment.



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