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Special thanks to everyone who contributed to this issue of Caring — especially the nurses who posed for photographs and the nurse leaders who wrote the articles.

Our nurses practice at AHN outpatient facilities and these locations:

Allegheny General Hospital

Allegheny Valley Hospital

Canonsburg Hospital

Forbes Hospital

Grove City Hospital

Jefferson Hospital

Saint Vincent Hospital

Westfield Memorial Hospital

West Penn Hospital

Citizens School of Nursing

West Penn School of Nursing

On the cover

Kori Powers, BSN, RN, Supervisor, Emergency Department Allegheny General Hospital

Thomas Campbell, MD, MPH, System Chairman, Emergency Medicine Institute Director of Clinician Wellness Allegheny Health Network

Message from the chief nurse executive

Welcome to *Caring*, the 2019 Nursing Annual Report from Allegheny Health Network (AHN). At AHN, we know that nurses are the greatest where they make the greatest difference.

This year, nurses made a significant impact on the transformation of health care through innovation in practice, compassionate care, and quality patient outcomes. For the 18th consecutive year, a Gallup poll ranked nurses as the most trusted profession in the United States, leading other professions by a wide margin.

At AHN, we are committed to ensuring our nurses are highly qualified, represent those we care for through their diversity, and are healthy and engaged. In this report, you will learn how we support their journey to further their education and seek specialty certification, advance clinical collaboration and excellence through the Nurse Physician Partnership model, focus on burnout and resilience through the Clinician Wellness initiative, and diversify the workforce by hiring more than 100 international nurses.

Each and every nurse and member of the care team contributes to the excellent patient outcomes we consistently produce. This is demonstrated through the 2019 improvement of the Leapfrog Hospital Safety Grade at each facility. Our nurse leaders and their teams are extraordinary. They continue to execute the AHN Nursing Professional Practice Model across the network with the voice of the nurse guiding decisions. Whether our nurses are at the bedside, educating, conducting research, or managing teams, we celebrate their contributions.

I am honored to lead the nurses of Allegheny Health Network and recognize their dedication to their practice and the profession. The skill, commitment, and passion they bring to the practice of nursing have a direct impact on the patients and families of AHN that we are privileged to serve across western Pennsylvania and beyond.



Sincerely,

Claire M. Zangerle,

DNP, MSN, MBA, RN,

FAONL, NEA-BC;

Chief Nurse Executive,

Allegheny Health

Network

Focus on clinician wellness and safety

Relationship-based care

Providing the most satisfying, supportive, and healthy environment for all employees is critical to assuring the best possible patient experience.

Through a new AHN initiative, Clinician Wellness, we are implementing wellness programs and policies to mitigate clinician burnout and strengthen morale and engagement.

Going to the source

A February 2019 survey of 8,200 AHN physicians, nurses, residents, and advanced practice providers (APPs) showed:

- We are on par with the national average for burnout.
- Residents are less affected.
- Nurse managers need more support.
- Meal breaks, mental health services, safety, and security are outstanding concerns.

Caring people caring for you

"We set a goal to reduce clinician burnout by two percent after one year by increasing professional satisfaction and self-worth," said Angela Costa, BSN, MPM, RN, Vice President, Clinical Nursing Operations. "We will build a culture of wellness focusing on mental health, nutrition, and security. This will give everyone the support they need to provide the highest level of care." TO BUILD A MENTAL HEALTH SAFETY NET, WE:

Implemented more robust education

about the Employee Assistance Program (EAP) across the network.

Piloted a crisis intervention tool

for instant response at Forbes Hospital.

Promoted EAP access

through internal websites and other materials.



BSN, RN, Supervisor, Emergency Department, Allegheny General Hospital



You are what you eat

"Errors can be caused by hunger, low blood sugar, and dehydration," said Dr. Thomas Campbell, Director of Clinician Wellness, who led this initiative. To address this challenge, we:

- Made it easier to make time for breaks and meals.
- Expanded water bottle filling stations.
- Reduced missed-lunch incidents from 7,318 network-wide in July to 5,548 in September.
- Installed vending machines with healthier "grab n' go" items — salads, fruit, and protein plates — at four hospitals.

Keeping staff safe

To make sure all employees have a safe and secure workplace, free of patient abuse, we:

- Placed Highmark Health or Pittsburgh City Police Officers at all hospitals.
- Added metal detectors to screen for weapons in higher-risk locations.
- Offered critical incident response training to help nurses deal with confrontational patients or family members.

The Clinician Wellness team will continue to explore ways to create safer workplaces that are healthy and supportive.





JEFFREY BOMBA MBA, MSN, RN, Nurse Manager, ICU, Jefferson Hospital

The right equipment for patient care

Structural empowerment

Prevalon AirTAPTM Patient Repositioning Systems can be used to protect patients from pressure injuries, but it is an expensive system to use, compared to other available repositioning techniques. At Jefferson Hospital's ICU, Nurse Manager Jeffrey Bomba, MBA, MSN, RN, thought AirTAPs were being used when not truly needed.

"We developed a list of criteria that each patient must meet to qualify for an AirTAP system."

- Jeffrey Bomba

"We posted it in the clean utility room next to the AirTAPs, so staff would consider the needs of the patient while being sensitive to the expense," said Jeffrey.

In early 2019, the ICU used 30 AirTAP systems a month, costing \$864.50 each, or \$310,000 per year. The use was brought down to less than five per month with no significant increase in hospital-acquired pressure injuries (HAPIs).

\$258,000

potential savings per year

This is a prime example of how nurses can play a role in evaluating and leveraging new technology throughout AHN while considering patient care and cost implications.

In 2019, the AHN Clinical Practice and Nursing Quality Council led efforts to improve:

- Supply Chain Management products and processes.
- Clinical Informatics and nursing workflow decisions in EPIC.
- Integrated, evidence-based, patient flow processes, in collaboration with the Highmark Health Clinical Transformation Office.

AHN honors its nurses at all levels for their contributions to our patients and community.

Meaningful Recognition

Celebrating nurses everywhere

AHN honors its nurses at all levels for their contributions to our patients and community. We show joy and appreciation for each other through formal awards and random acts of kindness. These programs include:

- Annual Cameos of Caring® awards, celebrating excellence in nursing across western Pennsylvania.
- The DAISY Award® and BEE Award® at each hospital, which honor our nurses and nursing assistants.
- Department awards from executives from AHN, Highmark, and hospital leaders.
- Online recognition platforms and informal "WOW" stories at daily huddles.

Leading the Way Awards

During Nurses' Week in May 2019, we recognized excellence in nursing quality, leadership, and professional practice through the AHN Nursing Leading the Way Awards. Awardees were:

- Excellence in Advanced Practice Nursing, Timothy Rausch, MSN, FNP-BC.
- Excellence in Ambulatory Surgery Nursing, Michele DiLucente, MSN,RN,CNOR.
- Excellence in Case Management, Virginia DiGello, MSN, RN, ACM, NE-BC.
- Excellence in Evidence–Based Practice and Nursing Research, Michele Prior, MSN, RN.
- Excellence in Nursing Education, Marcia Cook, DNP, MPM, RN.

- Excellence in Nursing Leadership, Rodney Buchanan, MSN, RN, CFRN.
- Excellence in Perioperative Services, Rachelle Williams, MSN, RN, CNOR.
- Friend of Nursing, Charmian Lea, BS.
- Nightingale Lifetime Achievement Award, Tammy Rosen, BSN, RN.
- Leadership in Ambulatory Nursing, Diane Smith, BSN, RN, CHFN.

Magnet Recognition

- Magnet Recognition® designation from the American Nurses Credentialing Center (ANCC) is the nation's most prestigious honor for nursing excellence.
- West Penn Hospital, the three-time designee, is on its journey for a fourth designation and Jefferson Hospital is preparing its submission for 2020.
- At the 2019 national Magnet Conference® in Orlando, Florida, advanced practice nurse, Stuart Fisk, CRNP, MSN, Director, AHN Center for Inclusion Health, was recognized with the Care without Judgement: The HeART of Nursing award.

Cameos of Caring Award

In 2019, exceptional bedside nurses were recognized with the Cameos of Caring Award at a special event, including these AHN awardees:

- Michelle Kiec, BSN, RN, Allegheny General Hospital.
- Erica Zimmerman, BSN, RN, PCCN, Canonsburg Hospital.
- William D. Lumsden, RN, Forbes Hospital.
- Lindsey Heidelbach, RN, BSN, CCRN, Jefferson Hospital.
- Ginny Krise, BSN, RN, Saint Vincent Hospital.
- Mary Lynn Donaldson, RN, West Penn Hospital.

Additional Cameos Awards went to these six AHN winners:

- Jewell Coulter, BSN, NE-BC, Jefferson Hospital
 Quality and Safety Honoree.
- Shauna D. Mack, CRNP, Saint Vincent Hospital
 Advanced Practice Honoree.
- Dina Boyd, MSN, RN, CPN, Nurse Manager, Registry — Advanced Practice Honoree.
- Patricia Reiser, RN, OCN, Assistant Nurse Manager, MSSC/VAT — Quality and Safety Honoree.
- Marci Youngmark, MSN, RN, CCRN, TCRN, ACNPC-AG, Nurse Manager, CVICU — Advanced Practice Honoree.
- Anita Barisone, MSN, RN, CRNP West Penn Hospital School of Nursing. Nurse Educator Honoree.



Committed to life-long learning

Exemplary Professional Practice

At AHN, we work together to put the customer first — this is key to exemplary professional practice.

"Here, nurses at all levels continually add to their knowledge and skills in order to improve care delivery."

- Paula Coe

DNP, MSN, RN, NEA-BC, Vice President, Nursing Education and Professional Practice

Nurse manager professional development

During five days in October 2019, 85 AHN staff members took part in our first Nurse Manager Academy, which will be offered twice a year for new nurse managers.

Based on the American Organization of Nursing Leadership (AONL) Nurse Leader Competencies and the Nurse Manager Learning Domain Framework, the course focused on managing the business, creating the leader in yourself, and leading the people.

Advanced practice providers contribute to quality care

Advanced practice providers (APPs) contribute to patient access, quality of care, and patient experience in a collaborative clinical approach across our hospitals and outpatient facilities. More than 100 APPs joined AHN in 2019; 48 percent are nurse practitioners (NPs).

Through recognition and more accessible scheduling, we are able to better use our NPs throughout the network. NPs are more empowered to take on new leadership roles in their departments, manage clinics throughout multiple specialty practices, and practice at the top of their license.

To continue this progress in 2020, we:

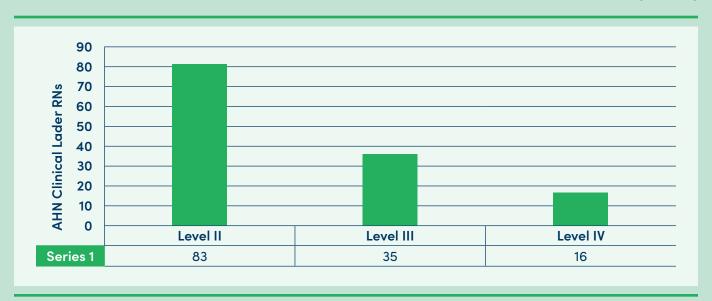
- Started development of a one-year Advanced Nurse Education – Nurse Practitioner Residency Program, made possible by a \$1.8 million grant from the Health Resources and Services Administration (HRSA).
- Created 15 new fellow opportunities over four years in partnership with Carlow University.

Clinical Advancement Program

AHN implemented the Clinical Nurse
Advancement Program (Clinical Ladder) in
2018 to recognize nurses who demonstrate
exemplary clinical practice, leadership, and
professional development with a focus on
quality, safety, and evidenced-based practice.
By the end of 2019, the last two hospitals had
vetted and approved the Clinical Ladder
advancement program.

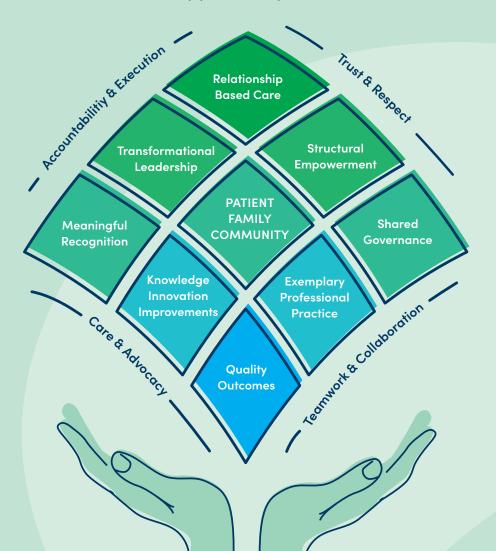
"With the Clinical Ladder, I know am on the right path to elevate my career," said Ethan Tran, BSN, RN-BC, RN, Float Pool; Saint Vincent Hospital.

AHN CLINICAL NURSE ADVANCEMENT SEPTEMBER 2018 - AUGUST 2019 (N=134)



PROFESSIONAL PRACTICE MODEL

The AHN PPM is a visual schematic that is the foundation of "Why we do what we do." It depicts how nurses practice, collaborate, communicate, and develop professionally.

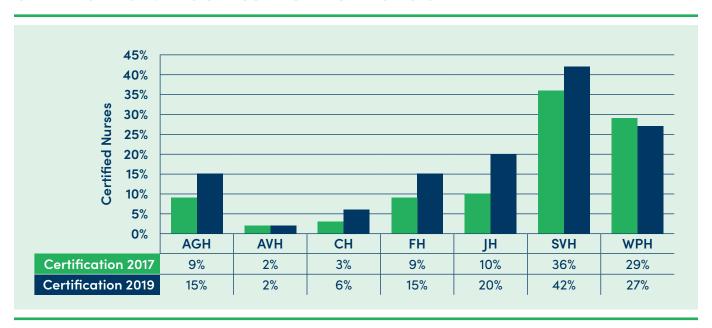


Certification and BSN degrees

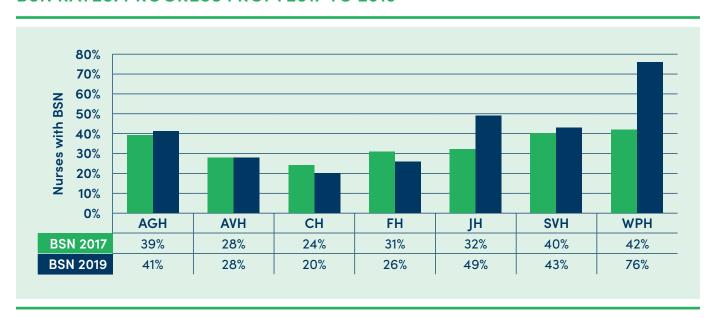
Over the past year, 369 nurses attended additional nursing certification review courses to assist them in reaching their professional development goals. AHN also partnered with regional and national nursing organizations to reduce the out-of-pocket costs related to certification, which is often a significant barrier.

- AHN has increased the number of nurses with a BSN degree by seven percent in the last two years.
- In 2019, 243 full-time nurses were starting or active in the AHN-Capella University partnership to use AHN tuition reimbursement to achieve their BSN in as little as two years.

CERTIFICATION: PROGRESS FROM 2017 TO 2019



BSN RATES: PROGRESS FROM 2017 TO 2019



243 full-time nurses

were seeking enrollment or active in the AHN-Capella University Partnership

AHN BSN AND CERTIFICATION PERCENTAGES







improvements in overall scores."

LORI LAUX

MSN, RN-BC, CRNP, Clinical Manager, Quality and Safety, Allegheny General Hospital



Quest for quality continues

Quality outcomes

As more AHN hospitals pursued Magnet designation in 2019, individual nursing councils at each facility sought identified performance improvement opportunities resulting in better outcomes.

Lori Laux, MSN, RN-BC, CRNP, is an Advanced Practice Nurse at Allegheny General Hospital (AGH) who led the CAUTI Collaborative team at AGH in reducing Catheter Associated Urinary Tract Infections (CAUTI).

"The focus on lowering CAUTI rates sparked some friendly competition among the units, which really helped." said Lori.

In addition:

- Dr. Herman Bagga met with the team to promote physician participation and review of all cases.
- A new external female catheter was implemented with great success.

CAUTI TRENDS AT AGH	2018	2019	
CAUTI Rate	2,168	1,462	
CAUTI Count	62	38	
Cath Days	28,596	25,986	

86% of units

outperform NDNQI CAUTI benchmark

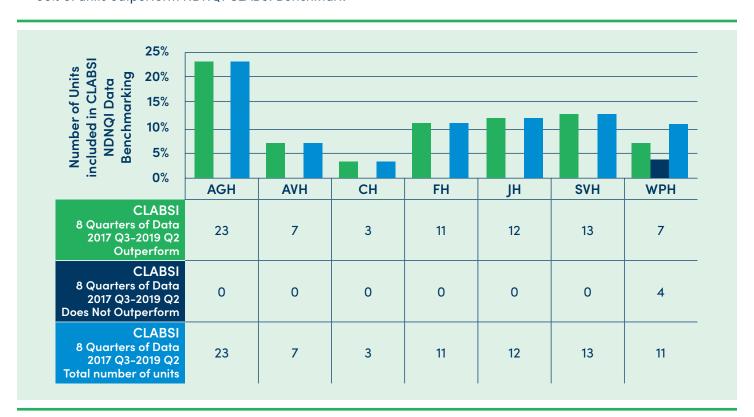
CAUTI TREND

Nursing strives for continuous quality improvement in all nurse-sensitive indicators across the AHN system.



CLABSI: 8 QUARTERS OF DATA 2017 Q3 - 2019 Q2

95% of units outperform NDNQI CLABSI Benchmark



CAUTI: 8 QUARTERS OF DATA 2017 Q3 - 2019 Q2

86 percent of units outperform NDNQI CAUTI benchmark.

	AGH	AVH	СН	FH	ЈН	SVH	WPH
2017 Q3 – 2019 Q2, Outperform	14	7	3	10	11	13	11
2017 Q3 – 2019 Q2, Does not outperform	9	0	0	1	1	0	0
Total number of units	23	7	3	11	12	13	11

FALLS: 8 QUARTERS OF DATA 2017 Q3 – 2019 Q2

69 percent of units outperform NDNQI falls benchmark

	AGH	AVH	СН	FH	ЈН	SVH	WPH
2017 Q3 – 2019 Q2, Outperform	17	5	2	5	7	13	10
2017 Q3 – 2019 Q2, Does not outperform	5	2	1	6	4	2	5
Total number of units	22	7	3	11	12	15	15

HAPI: 8 QUARTERS OF DATA 2017 Q3 - 2019 Q2

88 percent of units outperform NDNQI HAPI benchmark

	AGH	AVH	СН	FH	јн	SVH	WPH
2017 Q3 – 2019 Q2, Outperform	16	5	3	8	10	13	11
2017 Q3 – 2019 Q2, Does not outperform	8	0	0	1	0	0	0
Total number of units	24	5	3	9	10	13	11

Through the efforts of AHN Pharmacy, Quality and Safety and Nursing departments, all seven AHN hospitals maintained or improved their Leapfrog Hospital Safety Grade ratings over six months.





Helping patients at every stage of care

Care and advocacy

Discharging patients on time, at the right time, was a critical issue addressed by the Forbes Hospital 6 North medical surgical unit. Together, the Nursing and Care Management staff formed the Safe Transitions and Readmission Reduction Team (STARRT).

"After gathering ideas from stakeholders, we identified and tried to eliminate barriers to efficient, interdisciplinary rounds, so we could ensure timely discharge," said Juli Chowan, MSN, RN, CCM, Director of Care Management, Forbes Hospital. "By pulling everyone together, we could assign roles and best serve the patients' needs."

Working together, they refined the process to:

- Set a standard start time for rounds with the charge nurse, case management, and social work present.
- Notify each bedside nurse when he or she was needed for one to two minutes.
- Make the group leader responsible for keeping rounds on track.

Taking nursing to the community

Many extraordinary nurses at AHN are bound by a shared calling and deep commitment to help the patients in our region. Stuart Fisk, MSN, CRNP, Director, AHN Center for Inclusion Health, administers nursing care to the often-forgotten patients: at-risk and marginalized populations in Pittsburgh.

His story was featured in a 2019 video series, Care Without Judgement, by Wolters Kluwer and Springhouse Films.

"I go from the exam room to clinics and on to board rooms to solve the problems in today's health care system," said Stuart. "I build trust with individuals by moving care into their world and changing the way we deliver their care."

Using new technology and telemedicine, Stuart is able to bring health care to underserved communities and address concerns surrounding nutrition, homelessness, HIV, and addiction.

Plan for discharge during care

Starting in 2019, new AHN nurses will learn the principles of Transitions of Care during orientation. This addresses the initial plan of care, daily progress, and how these affect discharge planning.

"Identifying the barriers to discharge early in the plan of care will facilitate the timely discharge to the next appropriate level of care and decrease the opportunity for readmission," said Marcia Cook, DNP, MPM, RN, Chief Nursing Officer, Allegheny Valley Hospital.

Each new bedside nurse is taught to present pertinent information during interdisciplinary care rounds so the care team can determine the appropriate care progression. This might include: basic care needs, pain control, ambulation, dietary restrictions, IV administration, respiratory issues, and use of devices such as a Foley catheter.







Working together for our patients

Teamwork and collaboration

In 2019, a number of monumental initiatives were forged through partnerships with nurse leaders, staff, and our multidisciplinary partners across the network.

Nurse Physician Partnership

The Nurse Physician Partnership (NPP) was launched in March 2019. By the end of the year, the nurse-physician dyads were working on 105 projects, with 18 dyads beginning a second project after successfully completing their first.

"This is a vibrant, active model for unit-based leadership and clinical collaboration to drive cultural and behavioral change," said Claire M. Zangerle, DNP, MSN, MBA, RN, NEA-BC FAONL, NEA-BC; Chief Nurse Executive, Allegheny Health Network.

Of the initial projects:

- 18 percent were related to employee engagement and retention.
- 15 percent were tied to patient experience.
- 26 percent covered other areas, such as education and length of stay.

41% of NPP projects were related to quality and safety

"The partnership
has benefited from
strong support and
engagement, and will
continue to positively
impact our culture."

- Brian Johnson, MD

Chief Medical Officer, West Penn Hospital

Purposeful hourly rounding

A multidisciplinary workgroup continues to make network-wide changes to our purposeful hourly rounding standards. Inpatient nurses, ancillary service team members, and executive leadership are implementing scripting for ancillary and support services, including EVS and Dietary, with an accountability model involving several key operational and leadership teams.

Nurse leader rounding

Research shows that both patient experience and employee engagement scores improve when nurse leaders participate on patient rounds.

Saint Vincent Hospital's (SVH) nursing leadership team assigns each nurse leader to use the AHN C.A.R.E.S model and an accompanying questionnaire to:

- Interact with the patient and care team.
- Observe the nurses' work.
- Assess white board utilization and the patient's perception of their care.

The positive patient experience results achieved at SVH will guide AHN as we replicate this model at all of the other hospitals.

Recruiting international nurses

In 2019, 54 international nurses came into our workforce through our partnership with Shearwater Health, bringing our total to 87 international nurses. They come from the Philippines, India, Jamaica, Nigeria, and Kenya. Ten more nurses are slated to arrive in 2020.

This partnership is elevating the diversity of RNs at AHN through an established reliable pipeline, while reducing vacancies and turnover to create a stronger nursing workforce.

John Paul Patriarca, RN, is a new ED nurse at Allegheny Valley Hospital. He came from the Philippines to become an expert in emergency nursing and help train fellow nurses. He is a strong advocate for his patients and believes in AHN's mission of community health.

"Through education, training, and research, employees here have the chance to boost their careers."

- Esther Atwood

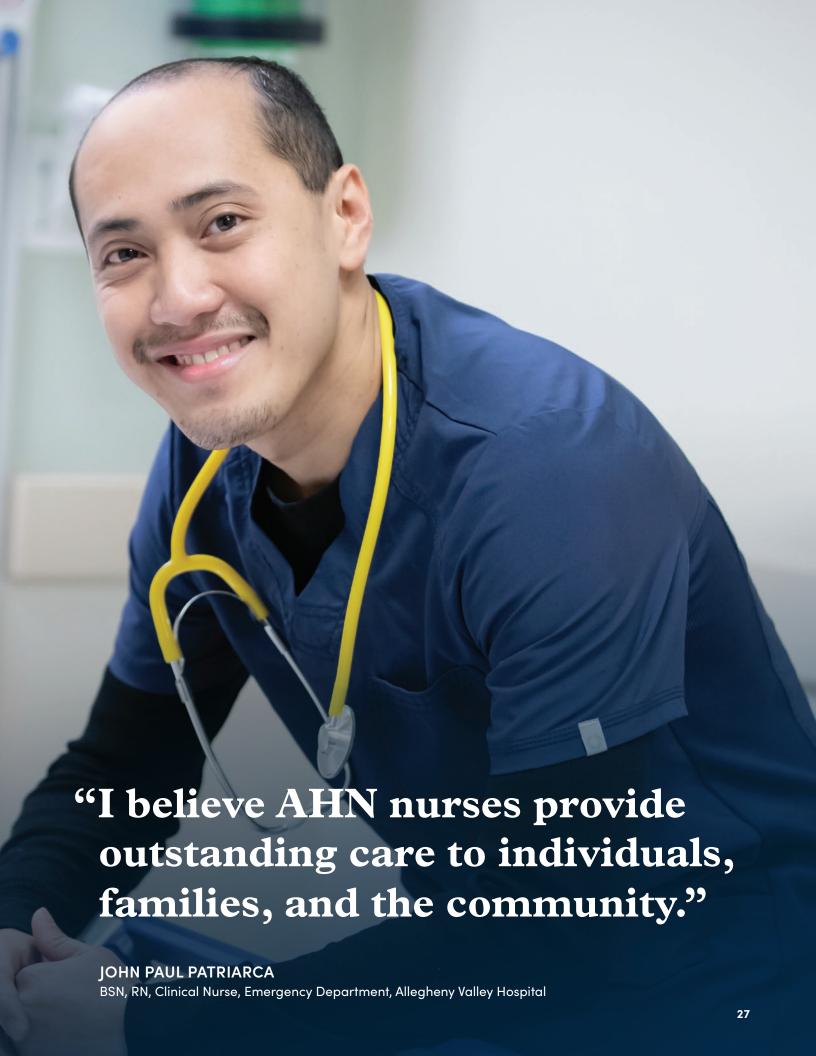
MSN, RN, NE-BC Director, Clinical Operations Allegheny Health Network

With AHN's retention rate for international nurses, we've decreased:

- The overall AHN bedside nursing vacancy rate to 9 percent.
- The vacancy rate at Allegheny General Hospital (AGH) — which has the most international nurses — from 12.1 to 10.3 percent.
- The vacancy rate for the AGH Complex
 Medical Care Unit from 22.8 to 12.9 percent.

98% retention rate

for international nurses





NURSING STUDENTS HIRED AT AHN HOSPITALS IN 2019

Nursing studies hired at an AHN

Citizens – 67 %

Citizens - 67 %

West Penn - 74%

Schools of nursing expand opportunities

AHN has two affiliated nursing schools that provide a steady flow of highly trained nurses to the network.

Citizens School of Nursing is affiliated with AHN's Allegheny Valley Hospital. The school moved into a new, modern space at the Pittsburgh Mills Mall, Tarentum, Pa., in January 2019. They have an expanded simulation center and enhanced training capabilities. Recent curriculum revisions by the faculty resulted in an eight percent increase in the NCLEX pass rate from 2018 to 2019.

Citizens' students do a majority of their clinical rotations at AHN facilities. In 2019, 67 percent of Citizens' graduates gained employment at an AHN hospital.

West Penn Hospital School of Nursing has graduated almost 6,000 students since opening in 1892.

West Penn students do most of their clinical experiences at West Penn Hospital, a three-time designee for Magnet recognition. This gives students a chance to collaborate in evidence-based practice projects as well as community activities. In 2019, 74 percent of the 43 graduates were hired at an AHN Hospital.

LANGUAGE ACCESSIBILITY AND NONDISCRIMINATION

Allegheny Health Network (AHN) complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability or sex in its health programs and services. In order to treat individuals in a nondiscriminatory manner, AHN provides free communication aids and language assistance services.

ATTENTION: If you don't speak English, language assistance services, free of charge, are available to you 724-745-6100.

Arabic

ملحوظة: إذا كنت تتحدث اذكر اللغة، فإن خدمات المساعدة اللغوية تتوافر لك بالمجان. اتصل برقم 6100-744-724.

Chinese

注意:如果您使用繁體中文,您可以免費獲得語言援助服務。請致電 724-745-6100.

French Creole

ATANSYON: Si w pale Kreyòl Ayisyen, gen sèvis èd pou lang ki disponib gratis pou ou. Rele 724-745-6100.

French

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German

ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufnummer: 724-745-6100.

Gujarati

સુયના: જો તમે ગુજરાતી બોલતા હો, તો નઃશુલ્ક ભાષા સહ્ાય સેવાઓ તમારા માટે ઉપલબ્ધ છે. ફ્રોન કરો 724-745-6100.

Italian

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Korean

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Mon-Khmer

ឬយើតនះ ប៊ីស៊ិនជាអ្**នកនិយាយ ភាសាខ្**មវែ, សវោជនួយផុនកែភាសា ដាយមិនគិតឈុនួល គឺអាចមានសំរាប់បីរអ្ននក។ ចូរ ទូរស័ព្ទទ 724-745-6100.

Pennsylvania Dutch

Wann du Deitsch schwetzscht, kannscht du mitaus Koschte ebber gricke, ass dihr helft mit die englisch Schprooch. Ruf selli Nummer uff: call 724-745-6100.

Polish

UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer 724-745-6100.

Portugese

ATENÇÃO: Se fala português, encontram-se disponíveis serviços linguísticos, grátis. Ligue para 724-745-6100.

Russian

ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 724-745-6100.

Spanish

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Vietnamese

CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 724-745-6100.



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