



Excellence in Nursing

Nursing Biyearly Report 2018-2019



Premier Health Nursing Leadership



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System Chief Nursing Officer



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Welcome



Dear Colleagues:

As the Chief Nursing Officer of Premier Health, I am excited to share our 2018-2019 Nursing Bi-Yearly Report. Our last few years have been anything but ordinary. This publication reflects the extraordinary efforts of nurses across our organization who demonstrate our commitment to the highest quality patient care

through advancement of our nursing excellence culture. You will see evidence that Premier Health nurses are committed to our mission of building healthier communities and living our values of respect, integrity, compassion, and excellence. We have navigated through the closure of a hospital, devastating destruction from tornadoes and an tragic mass shooting. I am proud to say that Premier Health nurses led the way in caring for our community through it all.

We are passionate and dedicated in our delivery of patient-centered care. Each nurse advocates for patients who are unable to do so for themselves, guides patients through the complexity of our care environment and, above all else, establishes healing connections with our patients. In addition to focusing on others, Premier Health nurses are also committed to improving their individual professional practice. Nurses advance the nursing profession beyond our community by conducting research, presenting their work at local and national conferences, and participating in professional organizations. This work manifested in the achievement and celebration of system Magnet® recognition in early 2019.

I am honored to serve our patients and our community alongside this team of dedicated nurses. Every day I am inspired by your work, your courage, and your commitment to excellence. Premier Health nurses are, without doubt, among the best in the nation. It is with great pride that we showcase their accomplishments throughout this publication.

Sincerely,

*Peggy Mark, Ph.D., MBA, BSN, RN
Vice President & Chief Nursing Officer, Premier Health*

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The Path that Leads Us

By Patricia O'Malley, Ph.D., APRN-CNS, nurse researcher, Premier Health

The Premier Health Strategic Plan-Patient Care Services is a living document that describes the mission, vision, and values of Premier Health. With our mission derived from organization and community assessments, we have a strong foundation for planning, evaluation, and communication across the health system. The core elements of the strategic plan include **People, Patient Experience, Interdisciplinary Partners, Growth, and Cost-Effective Care**.

We are a division that reviews, evaluates, and translates evidence to practice for **People**. We celebrate this cycle our first electronic poster walk provided by the **Nursing Research Fellows** to translate evidence across the system. We honor other programs of Evidence-Based Practice in our NICU participation in the **Vermont Oxford Network**, and research within our stroke program. **Nursing Shared Governance, Versant Nurse Residency Program, Premier Learning Institute Programs, School Partnerships and Advanced Practice Providers** that has contributed to best practices in recruitment and retention. Nurse Recognition honors, DAISY Awards and Yammer remind us of the depth of talent and experience that is within nursing at Premier Health. Nursing has certainly contributed to success in meeting goals surrounding **Patient Experience**. When

the our community was faced with adversity during a tornado outbreak and a mass shooting, our nurses' care was essential and spread outside the walls of our hospitals. Expansion of cardiology services at Upper Valley Medical Center, achievement of **Level III Trauma Certification for Miami Valley Hospital South**, and the **Barbershop Project** improved patient experiences, outcomes, and community health.

No one works alone in health care. Our **Interdisciplinary Partners** worked with us every day to live out the mission, vision, and values of Premier Health. Medicine, pharmacy, respiratory therapy, allied health, environmental services, and information technology are just few of the many who walked with nursing on the journey to **Magnet System Designation**.

Finally, **Growth and Cost-Effective Care** were the core elements of planned change during this time. The closure of Good Samaritan Hospital and associated changes at all other Premier Health sites was challenging. However, nurses demonstrated incredible resilience, perseverance, and openness to change that provided a powerful foundation for transformation. As a result, patient outcomes were favorable during transition and nursing became even stronger. In our contributions to the Premier Health Strategic Plan, you can see - WE are **PREMIER PROUD**.



Nursing Professional Practice Model Continues to Drive Practice

By Annette Drake, MS, RN, CRRN, CBIS, Magnet program manager, Premier Health and
Annie Neff, MSN, RN, Magnet program manager, Premier Health

Premier Health values nurses at all levels and all settings by empowering a nursing professional practice model created by Premier Nursing Shared Governance. The Premier Health Nursing Professional Practice Model (PPM) continues to provide the framework and support clinical nurses in delivering high quality, safe, evidence-based care that enhances patient outcomes. The PPM is the driving force of nursing care that is depicted by the alignment and integration of how nurses practice, collaborate, communicate, and develop professionally to provide quality care for those served by the organization. The Premier Health PPM was built on the theories and foundational principles of Quality and Safety for Education of Nurses (QSEN), Relationship Based Care (RBC), and our organization's core values.

Nurses include patient safety, patient experience, or any positive accomplishments at unit/staff meetings or councils by connecting the PPM components to the story for demonstrating how the Professional Practice Model is integrated into daily nursing practice. Posters, brochures, agenda/minute templates, newsletters, intranet webpage, and badge buddies are tools that nurses have available to reference the PPM on a daily basis. Having the PPM present for nurses further supports Premier Health in fulfilling its mission to provide high-quality health care services.



System Magnet Designation



Magnet's Importance to Our Nurses

By Kelly Soddors, BSN, RN, NE-BC, project analyst, Premier Health

The Magnet® Recognition Program evaluates hospitals based on empowerment and autonomy of nurses, collaborative work environments, nurse and patient satisfaction, nurse education and research, patient outcomes that exceed national benchmarks, and more.

“Magnet® appraisers said they were impressed with our systems and structures, community partnerships, interdisciplinary partnerships, physician-nurse

partnerships, and our nursing staff overall,” said Peggy Mark, Ph.D., chief nursing officer at Premier Health. “Achieving system designation through the Magnet® Recognition Program is an organizational effort that demonstrates the quality of work and commitment to our patients by everyone at Premier Health, and especially years of tireless work by our nursing teams. Our hospitals could not have earned this honor without their hard work and dedication.”

When asked what attending the conference meant to them, common themes from Premier Health nurses included:

“After attending the conference, I felt validated that many excellent nursing practices are already present throughout Premier Health - we don't know how good we have it.”

Kimberly Beckman, RN, clinical nurse educator at Upper Valley Medical Center

“A Magnet® culture and work environment inspires, empowers, and energizes us to share strategies to be implemented throughout Premier Health to further improve patient outcomes, increase nurse satisfaction, enhance patient experience, and truly make a difference in the lives of so many people.”

Denise Herkins, MSN, RN, director of nursing at Upper Valley Medical Center

Premier Health sponsored 30 nurses to represent the health system during the formal recognition at the International American Nursing Credentialing Center's Magnet Conference in October 2019 in Orlando, Florida. This conference recognized hospitals that earned Magnet® designation or re-designation over the past year.

System Magnet Designation

All Premier Health hospitals earned Magnet® Recognition from American Nurses Credentialing, a subsidiary of the American Nurses Association. Magnet® status is recognized as professional nursing's highest honor and evaluates hospitals based on its empowerment and autonomy of nurses, collaborative work environments, nurse and patient satisfaction, nurse education and research, and patient outcomes that exceed national benchmarks. Premier Health hospitals are the only Dayton-area adult hospitals recognized by Magnet®.

- 25 Premier Health nurses developed, edited, and submitted Magnet® document on March 30, 2018
- Five Magnet® appraisers visited Premier Health hospitals from November 12 to November 16, 2018
- 24 Premier Health nurses acted as ambassadors that assisted appraisers during Magnet® visit
- Appraisers visited 79 nursing departments/units across the health system
 - AMC - 16
 - MVH – 38
 - MVHN – 5
 - MVHS – 8
 - UVMC – 12
- 546 clinical nurses/APRNs met and had dialogue with Magnet® appraisers
- Two opportunities in outcomes means Premier Health continues to work for improvements in RN Satisfaction Survey results and action planning and falls with injury and action planning

- Commission on Magnet Recognition announced their vote in favor of Premier Health's Magnet® system status on January 17, 2019
- Premier Health is nationally recognized for providing the highest standard for excellence in patient care. Only 8 percent of U.S. hospitals hold the esteemed four-year designation and only 20 U.S. health care systems have achieved this honor as a system.
- Miami Valley Hospital achieved its fourth Magnet® designation since 2004
 - Miami Valley hospital is one of 58 health care organizations – fewer than 1 percent of hospitals in the nation – to earn four Magnet® designations. It is the fifth-longest sustaining Magnet-designated hospital in Ohio.
- Atrium Medical Center and Upper Valley Medical Center join 30 other Ohio hospitals with Magnet® status and is one of 490 Magnet-designated facilities in the world.



Coming Together in Transition

By Kelly Soddors, BSN, RN, NE-BC, project analyst, Premier Health

Transformational Leadership Improves Nurse Retention

The journey began in January 2018 when the closure of a 491-bed hospital within a four-hospital health care system was first announced publicly. On July 23, 2018, Good Samaritan Hospital (GSH) officially closed and GSH North became part of Miami Valley Hospital, its name changing to Miami Valley Hospital North. The system and hospital chief nursing officers asked many to use their transformational leadership

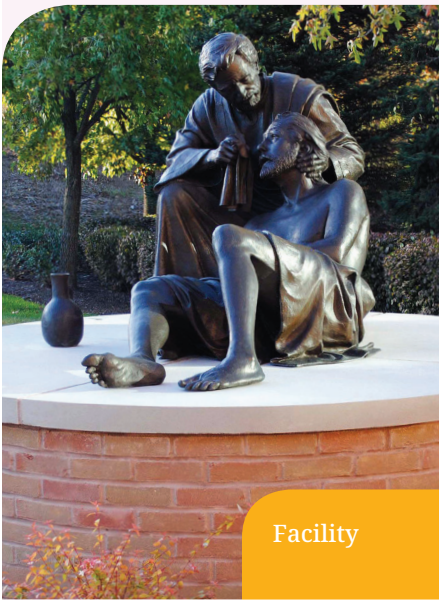
skills to work toward optimal retention of nursing care team members.

To support nursing staff through difficult change and preserve favorable patient outcomes, the CNOs provided trust, respect and opportunities. The goal was to retain EVERY nurse who wanted to remain within the health system.

If we engaged employees to guide, mentor, and support each other during this transition, it would open doors for professional development and career aspirations. Our nursing leaders invited every nurse to complete a preference sheet about where they would like to work and every nurse who wanted to remain within the system would be offered a nursing position. Unique onboarding practices were developed and adopted to successfully transition GSH nurses into their new environments.

Thankfully, our leaders retained and transitioned 78 percent of FT, PT, and support nurses to other sites across Premier Health.

“As of July 2019, approximately 90 percent of former employees at Good Samaritan Hospital’s main campus remain Premier Health employees,” said Mary Boosalis, chief executive officer at Premier Health. “Of our Good Sam physicians, 84 percent stayed with Premier Health. Some employees and physicians chose a voluntary retirement package. Some others



Facility	# of GSH Nurses Transition to New Site	% of Employees Transferred from GSH to New Site within Premier
Atrium Medical Center	18	4%
Austin Emergency Center	6	1%
Fidelity Health Care	3	1%
Miami Valley Hospital North	82	19%
Miami Valley Hospital (MVH)	257	58%
Miami Valley Hospital South	30	7%
Premier Physician Network	6	1%
Premier System Support - (MVH)	3	1%
Upper Valley Medical Center	37	8%
TOTAL	443	100%

who left for opportunities elsewhere have since been welcomed back.”

2019 was a transition year for Premier Health as we settled into our new identity. We saw new relationships form, teams change, people come together differently, co-workers come, go – and come back again. Our work evolved and we all evolved as well.

Peggy Mark, Ph.D., chief nursing officer at Premier Health, reflected on 2019 in the following excerpt from the Nursing Newsletter:

We were challenged to close the RN vacancy gap that had resulted from our commitment to offer every employee a job opportunity as we closed Good Samaritan Hospital. Our 2019 goal has consistently been that our RN vacancy rate meets or exceeds the national benchmark. I am pleased to say that we are ending our year with all hospitals at, below, or just barely above benchmark. While we have had many new nurses join the Premier Health team this year, we have also consistently delivered the highest quality of care to our patients. This incredible accomplishment speaks to the immense effort of so many people around recruiting and retaining the best people throughout our organizations. It is also a reflection of the rich and supportive culture you have built that makes us all feel at home and inspires us in our work.

Mary Boosalis expressed the hearts of all of us through these words, “When I hear stories of employees who stayed with Premier Health and who continue to thrive in their new work environment – and I hear them often – I am reminded that the spirit of the Good Samaritan truly does live on today across our health system. And I am reminded of the careful planning and hard work contributed by colleagues at our hospitals and other sites of care to help reach this goal. Thank you all for seeing this transition through.”

Former Good Samaritan Nurse Finds Passion in NICU

Allison Merritt will never forget the day she found out Good Samaritan Hospital was closing. Though still a relatively new nurse, she had recently changed units from the Mother-Baby unit at Good Sam to the Special Care Nursery. There, it dawned on her that taking care of babies was her passion.

“I didn’t know if I was going to be out of a job or not. All I knew was that if I couldn’t work with babies, I was going back to bartending!” Allison laughs.

When Premier Health asked Good Sam nurses which system hospitals they would like to transfer to, Allison admits that the Miami Valley Hospital NICU wasn’t even a consideration for her initially. “There was a rumor going around that the NICU nurses had a real ‘eat their young’ mentality,” she says. So, she submitted her formal request to go to a different Premier hospital instead.

After giving it some serious thought, however, Allison had a change of heart. “I called the person in charge in a panic and told them I wanted to go to the NICU!”

Allison was relieved to find that the rumors about the staff at Miami Valley Hospital’s NICU were completely off-base. “It was the total opposite,” Allison remembers. “Nurses kept coming up and introducing themselves. Everybody was so welcoming and friendly and eager to teach.”

Allison hit the unit floor running and it wasn’t long before she started caring for more critical babies. “When I have a micro-preemie and they can’t even put their whole hand around my finger, that’s just the best,” she says.

What really became Allison’s love is being assigned First Response, responding to critical situations like Code Pinks and Code Greens all over the Berry Center. “I love how we can take a baby who is not breathing and save them,” she says. “It’s amazing to watch them get better right in front of you.”

Now in her second year at Miami Valley Hospital, Allison is joining the unit’s Small Baby Team and regularly cares for some of the sickest babies in the NICU. She is well-liked and respected by her peers and management.

“For me, anyway, Good Sam’s closing and my transferring to the Valley really was a blessing in disguise,” Allison says. “I never would have found my calling if I hadn’t come to the NICU.”

Nurses' Voice for Change through Nursing Shared Governance

Our Premier Health Nursing Shared Governance structure is comprised of four components: Transformational Leadership, Structural Empowerment, New Knowledge, Innovation and Improvements, and Exemplary Professional Practice. These councils provide the tools for frontline nurses to share in the decision-making process that empowers those who work every day to make life better for patients, their families, and each other. Hundreds

of nurses influence decisions every day about our nursing practice through these formal channels as well as informally at the patient's bedside. In 2019 alone, there were 119 opportunities for improvement submitted by nurses to the shared governance structure. This portal ensures that nurses throughout Premier Health have an avenue to create change and have their voices heard.



Leading by Example: 2018 Nursing Recognition Honorees

Clinical Practice

Heather Emrick

Good Samaritan North Health Center

David Evers

Premier Physician Network

Jordan Glover

Atrium Medical Center

Lettie Harvey

Atrium Medical Center

Kristen Hayhow

Miami Valley Hospital

Nicole Jones

Miami Valley Hospital

Abigail Kring

Good Samaritan Hospital

Rebecca Lemaster

Atrium Medical Center

Lisa Linn

Upper Valley Medical Center

Patricia S. Morgan

Premier Physician Network

Sara Robbins

Fidelity Health Care

Mackenzie Stutzman

Miami Valley Hospital

Faith Walker

Miami Valley Hospital

Kim Weber

Miami Valley Hospital

Joshua Wheeler

Upper Valley Medical Center

Karla Wogoman

Good Samaritan North Health Center

Education

Lorna Abner

Miami Valley Hospital

Gayle Debord

Atrium Medical Center

Mike Dunker

Upper Valley Medical Center

Kristin Jones

Fidelity Health Care

Kristin Scott

Miami Valley Hospital

Amanda Zemmer

Miami Valley Hospital

Leadership

Julia Buddenberg

Atrium Medical Center

Anne D'Souza

Miami Valley Hospital

Sheila Grubb

Fidelity Health Care

Bethany Hanenkrat

Miami Valley Hospital South

Jackie Hufford-Boyer

Good Samaritan Hospital

Toni Miller

Miami Valley Hospital

Audrey Palmer

Miami Valley Hospital

Stephanie Wolfe

Upper Valley Medical Center

Performance Improvement/Research

Joe Gulker

Premier Health System Support

Sarah Joann Gustin

Premier Health System Support

Sandy Holland

Miami Valley Hospital

Shannon Ohl

Miami Valley Hospital

Preceptor

Amanda Carlson

Miami Valley Hospital

Susan McCappin

Miami Valley Hospital

Helen Morrow

Good Samaritan Hospital

Penny Xidas

Miami Valley Hospital

Novice of the Year

Christopher Green

Upper Valley Medical Center

Bryn Greenwell

Miami Valley Hospital

Derek Mayberry

Good Samaritan Hospital

Abigail Shalloe

Good Samaritan Hospital

Cameos of Caring Award

Brenna Manchester

Miami Valley Hospital

Karen Rush

Fidelity Health Care

Jamie Simon

Upper Valley Medical Center

Wendy Smith

Good Samaritan Hospital

Crystal Watson

Atrium Medical Center

Partners in Practice Award

Jakita Brown

Miami Valley Hospital

Andrea Callison

Premier Physician Network

Lori Dieli

Upper Valley Medical Center

Julie Fischmer

Atrium Medical Center

Anna Frantz

Atrium Medical Center

Connie Ickes

Good Samaritan North Health Center

Lynn Jordan

Miami Valley Hospital South

Frances Reyes

Upper Valley Medical Center

Amanda Ricci

Premier Health System Support

Stephanie Searcey

Good Samaritan North Health Center

Stephen Wilson

Fidelity Health Care

Lifetime Achievement Award

Linda Raterman

Miami Valley Hospital

Leading by Example: 2019 Nursing Recognition Honorees

Clinical Practice

Brittany Broughton (Renner)
Fidelity Health Care

Nicole Dobbs
Miami Valley Hospital

Sara Finkes
Upper Valley
Medical Center

Alexandra Fortner
Premier Physician Network

Emily Gabel
Upper Valley
Medical Center

Brittany Hart
Miami Valley Hospital

Debbie Herman
Miami Valley Hospital

Jamie Krull
Premier Health
System Support

Romana Mahboob
Miami Valley Hospital

Megan Middleton
Fidelity Health Care

Melissa Peterangelo
Miami Valley Hospital

Martina Rose
Miami Valley Hospital

Danielle Sundermeyer
Atrium Medical Center

Beverly Tate
Miami Valley Hospital

Dana Webb
Miami Valley Hospital

Kathy Wenk
Miami Valley Hospital

Kayleigh West
Miami Valley Hospital

Andrew Williams
Miami Valley
Hospital North

Rachel Yockey
Miami Valley
Hospital South

Education

Debbie Gillum
Miami Valley Hospital

Dorene Moore
Atrium Medical Center

Kimberly Shope
Miami Valley Hospital

Leadership

Melissa Dinsmore
Atrium Medical Center

Annette Drake
Premier Health
System Support

Amanda Farley
Miami Valley Hospital

Amy Grady
Miami Valley
Hospital North

Amanda (Kate) Hagner
Premier Physician Network

Sheila Hawley
Atrium Medical Center

Jennifer Long
Miami Valley Hospital

Jill Ruchty
Upper Valley
Medical Center

Sara Strickland
Miami Valley Hospital

Performance Improvement/Research

Theresa Belcher
Miami Valley Hospital

Maria Greene
Miami Valley Hospital

Nicole Peters
Miami Valley
Hospital South

Preceptorship

Melanie Bailey
Fidelity Health Care

Mallory Burdine
Atrium Medical Center

Shelly Langston
Miami Valley Hospital

Ben Sehlhorst
Upper Valley
Medical Center

Sharon Shade
Miami Valley
Hospital North

Olivia Sirois
Miami Valley Hospital

Novice of the Year

Erin Baker
Miami Valley
Hospital South

Jennifer Ropp
Miami Valley Hospital

Cameos of Caring Award

Kelsey Bergman
Miami Valley Hospital

Robyn Hoffman
Atrium Medical Center

Lisa Kinzer
Fidelity Health Care

Tami McMillan
Upper Valley
Medical Center

Partner in Practice Award

Dana Boerger
Premier Health System
Support

Jessica Brammer
Atrium Medical Center

Kevin Coffee
Miami Valley Hospital North

Gretzel King
Upper Valley Medical Center

Greg Kooyman
Miami Valley Hospital South

Tia Leedy
Atrium Medical Center

Kacey Nicholas
Upper Valley
Medical Center

Erin Pryor
Miami Valley Hospital

Lori Robinson
Fidelity Health Care

LaDawn Williams
Premier Physician Network

Caylor Wright
Miami Valley Hospital

Lifetime Achievement Award

Nancy Brumbaugh
Upper Valley
Medical Center

Awards 2018-2019



Natasha Luster-George, MSN, RN, CNOR

National Emerging Leader Award
Operating Room Manager 2018 Conference
Nashville, TN. September 17, 2018

Appointment: 2019 Operating Room Manager
Advisory Board



Emily Van Culin

2019 Dayton Organization of Nurse Leaders
Aspiring Nurse Leader Award

2019 Ohio Organization of Nurse Leaders
Aspiring Nurse Leader Award
Appointment Ohio Organization for
Nursing Leadership Board



Tonya Trotter

Rising Star of Research & Scholarship
University of North Dakota College of Nursing
2019

Recognized: Emerging Leader by American
Association of Critical-Care Nurses Graduate
Nursing Student Academy



MVH CVICU Nursing

Silver-level Beacon Award for Excellence 2018

MVH MSICU Nursing

American Association of Critical Care Nurses
Bronze-level Beacon Award for Excellence 2019



Ashley Peters

Ohio Organization for Nursing Leadership
Emerging Leader Nominee 2019

Christine Broomhall

Champions of Hope 2019

2018-2019 Learning Assessment Outcome

By Amy Clayton, MSN, RNC-NIC, NPD-BC, clinical educator, Premier Health and Kelly Sodders, BSN, RN, NE-BC, project analyst, Premier Health

Learning Needs Assessment Outcome

Medical knowledge is growing exponentially and constantly evolving. A significant challenge is deciding which educational issues should be given priority. Learning activities are time-consuming and expensive to develop and deliver. As a result, nursing must make informed decisions regarding what and how education should be provided. An assessment and input from our nurses of what needs to be learned and strategies to best meet the need can assist with decision making.

Performing a Learning Needs Assessment (LNA) should be considered as an essential step in the professional development planning process, as it can help determine that educational activities are designed for the purposes of enhancing learning outcomes, improving patient outcomes, and optimizing cost-effectiveness of organizational resources (Pilcher, 2016).

What are the benefits of an LNA?

Assessment of learning needs provides the foundation for designing effective educational activities. A well-developed and implemented LNA can provide many benefits including:

1. Increasing the commitment to ongoing training and development
2. Increasing the visibility of the training function
3. Clarifying crucial organizational issues
4. Providing the best use of limited resources
5. Providing program and design ideas
6. Formulating strategies for how to proceed with training efforts

Each year Premier Health nurses are given the opportunity to express their own learning needs. In 2018, nurses from inpatient and outpatient settings at all levels throughout the health system participated in this performance-specific assessment. In 2019, Premier Health Learning Institute nurses integrated a more traditional anonymous online survey.

In partnership with the Premier Health Clinical Education department, educational opportunities are offered in the areas that are identified as the highest need based on the cumulative results of the assessment. Nurses are also encouraged to pursue other opportunities identified in their unique assessment via online tools and general classroom offerings. New graduate nurses begin their professional development journey through the Versant Residency Program.

Premier Health Talent Acquisition Team



2019 Learning Needs Results

PCT- Patient Care Technicians

1. Retention: Ideas to Promote a Positive Peer Work Environment
2. Career Development
3. De-escalation of the Difficult/Hostile Patient/Family

HUC- Health Unit Coordinators

1. Retention: Ideas to Promote a Positive Peer Work Environment
2. Computer Skills
3. Career Development

Clinical Nurses

(Inpatient & Outpatient Practice Settings)

1. Adult Disease Process: Cardiac
2. Correlation of Lab Results/Diagnostic Procedures
3. Substance Abuse/Street Drugs

Advanced Practice Nurses

(Inpatient & Outpatient Practice Settings)

1. Pharmacology/ Medications- New or Changes
2. Adult Disease Process: Cardiac
3. Evidence-Based Practice/Application to Practice

CNOs- Chief Nursing Officers

1. Medical Staff Relationships
2. Health Care Economics and Policy
3. Financial Management

Nurse Directors, Managers, ACNO

(Inpatient & Outpatient Practice Settings)

1. Influencing Behaviors
2. Strategic Management
3. Performance Improvement

Nonclinical Nurses

(Inpatient & Outpatient Practice Settings)

1. Retention: Ideas to Promote a Positive Peer Work Environment
2. Legal Issues
3. Computer Skills

Technical Education Team, Learning Institute, Premier Health



Versant Nurse Residency Program: Helping New Nurses

In 2015, the Versant Nurse Residency Program was introduced and continues to flourish by assisting new nurses in being successful in beginning their career path as a nurse. Several questions were sent to Versant residents including:

1 What prompted you to participate in the Versant Residency Program at Premier Health?



ALEX PERCY, SURGICAL UNIT, MIAMI VALLEY HOSPITAL: I hoped to have more training and education to be a competent and confident nurse. I heard Premier Health had great training for new nurses and that the Versant program was one of the best, so I applied to Miami Valley Hospital.



AEVAN ROWELL S. GONZALVO, PATIENT CARE UNIT, MIAMI VALLEY HOSPITAL NORTH: As a new nurse, I wanted something that would help me grow in my profession and give more time to complete the things I need to learn.



CASSIDY J. RAMMEL, HEART AND VASCULAR INTENSIVE CARE, MIAMI VALLEY HOSPITAL: What prompted me to participate in the versant RN residency program was the fact that we got an 18-week orientation. As a new graduate RN, I felt it was so important to get that time to grow my knowledge and skills before starting on my own. It was a way to help get me a bit more comfortable on the unit and to help ease some anxiety before working on my own. I also think it was a good way to connect with other staff members and helped form relationships.



MICHELLE MILLER, ADVANCED CARE UNIT, MIAMI VALLEY HOSPITAL: I've always wanted to work for Premier Health since I was a little girl coming to the hospital with my family. When I found out about the residency program, I thought it would be a great opportunity to get the hands-on training I needed as a new RN graduate; the sign on bonus they we're offering also gave me a huge push.

2 How has participating in the Versant program made a difference for you as a new nurse and your nursing practice?

AP: I was given time I needed, training, and observation, with feedback, to help me grow as a more capable and confident nurse.

ARG: It helped me because it gives real-life perspective and on the job training. It helped me improve my practice forever.

CR: By participating in the Versant program, it has helped my knowledge of nursing grow just by learning from three different nurses. It was nice to see how everyone organizes themselves differently and does things. It allowed me to figure out how I like to organize myself.

MM: By being in the Versant program gave me more confidence by having the preceptor with me in the beginning and guiding me through. This gave me more confidence for when I was out on my own.

3 As you reflect on your journey as a nurse, would you still pursue being in the Versant program and why?

AP: Yes. It helped me learn and grow to be better and more competent.

ARG: Yes, because it gave me more time to learn and be better with my practice.

CR: Upon reflecting, I would choose to do the Versant program again. I think the long orientation is vital to having a good start to my nursing career.

MM: Yes, because it gave me that extra one-on-one training and education that I believe every new nurse needs to help build confidence before they take the leap out on the floor as the primary nurse. I also believe it's safer for the patients and the nurse giving care.

4 By being a Versant resident, what kind of professional development opportunities have you been able to engage in?

AP: I have engaged in Shadowing an ACT nurse, learning from other specialties in the hospital, learning about phlebotomy, interprofessional communication, personal reflection, networking, goal setting, and learning how to interact with patients, families, and other specialties in the hospital.

ARG: As a nurse, we always want to know what going on with our patient and anticipate the next step. By working as nurse for a couple months, I'm developing that kind of skill.

CR: I have seen what roles are like in leadership and different areas of nursing. It has shown me how many opportunities there are available.

MM: I have been able to help new members of the team along with students that are on our floor. I am now one of the go-to people on our floor for IV sticks, which is a skill I've always wanted to be a master.

5 Would you recommend new graduate nurses to participate in the Versant program and why?

AP: Yes. It will make anyone a better and a more capable nurse. Cooperative education is very helpful for a professional and this is great cooperative education for nurses.

ARG: Yes, because it will help their practice forever.

CR: I would definitely recommend the Versant program to others. I think it allows you to form bonds with other nurses who are starting out in the same place you are. I think it also gives you so much more time for orientation and can help you feel slightly more confident when coming off orientation.

MM: Yes, it helps build you to become the great nurse we all want to be. Every person I talk to, who is new graduate, I always encourage the Versant program. It has made a huge difference for me, my career, and where I am headed.

Transition to Practice Program for Advanced Practice Registered Nurses (APRNs)

By Erin Greene, MS, APRN, ACNS-BC, CCRN, advanced practice provider manager, Miami Valley Hospital

Having a career as an APRN in health care is exciting! As health care systems look for ways to provide affordable quality care the role of the APRN has become pivotal. With that, the demand for APRNs is greater than ever before. With demand comes the challenge of ensuring that APRNs who come from varied nursing backgrounds and graduate programs are competent and confident in the care they provide. It is essential to continue recruiting and retaining great talent. A transition to practice program is key for ensuring that APRNs can be successful as evidenced by our current Versant Program data for new graduate nurses and established best practices.

Currently, we are working to develop a transition to practice program for APRNs. We are hoping to begin piloting the program in early 2020. It will first focus on the critical care specialty, with a goal to expand to other specialties such as family/internal medicine. This program will help our organization support the growing needs for APRN in urgent cares, family practice offices, and hospitalist medicine.



Premier Excellence in Nursing (PEN): 2018

*The clinical ladder is designed to recognize excellence and professionalism in the clinical setting.
We congratulate the following 2018 PEN participants!*

Rebekah Abner	Amber Brazier	Lindsey Derge	Jenna Geuy	Jenny Huddleson
Tara Adkins	Anne Brower	Tara DeRouen	Sarah Gheen	Deborah Huelskamp
Christina Alcorn	Beth Brown	Danielle Deski	Melinda Gillon	Brianna Humphrey
Brenda Allard	Colleen Brown	Candace DeSouza	Debbie Gillum	Autumn Hunley
Emily Allen	Janice Brown	Kandi Diamond	Roberta Ginter	Julie Isham
Emily Alvarez	Marina Brown	Laura Dixon	Amber Goeke	Emily Jacobs
Tracy Ambrose	Kim Brunner	Jessica Doll	Jessica Goeke	April Jeffery
Karen Andersen	Laura Buehner	Ginger Domer	Joanna Goettemoeller	Mandi Jeter
Penny Anderson	Alicia Bumgarner	Toni Doyle	Nancy Golden	Deana Johnson
Sarah Applegate	Pamela Burke	Lindsey Draper	Janice Gordon	Mandy Johnson
Erica Arnett-Leyes	Heather Burkey	Anne DSouza	Anna Gough	Melissa Johnson
Mitzy Asbury	Alicia Bush	Katherine Dunlap	Janell Gow	Meredith Kanet
Ashley Bach	Kendra Butcher	Tracy Eakins	Janell Green	Amy Karns
Renate Back	Stacey Callison	Kelly Earley	Kelly Green	Justin Kauffman
Darlene Back	Alexis Carroll	Kristina Edelmann	Jessie Grubb	Sarah Keechle
Rachel Baggett	Britney Carter	Megan Ehresman	Karrie Hale	Christina Keller
Michelle Baldwin	Karen Carter	Kelsey Eichner	Kimberley Halsey	Patricia Kelley
Amy Ballachino	Alicia Center	Deanna Eilerman	Jan Hankins	Amanda Kenney
Jessica Balsler	Emily Chaney	Frannie Ellerbrock	Emily Harker	Emily King
Karen Barker	Brenda Chewning	Heather Ellington	Jessica Hart	Molly King
Pamela Bartlett	Ashlee Christopher	Susan Erbaugh	Kelcy Hartbarger	Patricia King
Audrey Bateman	Annie Claybaugh	Debra Evans	Melody Hatton	Anna Knisley-Houser
Marie Baterina	Tennille Coakley	Tricia Faulkner	Hannah Hawkins	Michelle Knorr
Adrian Bates	Elizabeth Combs	Allison Fay	Amy Hayes	Beth Kortjohn
Brian Bates	Sierra Combs	Casey Ferguson	Amber Heigel	Kali Krietemeyer
Marjorie Batten	Kathleen Cook	Melisa Fink	Tiffany Hellwarth	Katie Krisher
Kalie Baver	Kimberlee Coon	Sara Finkes	Jessica Hendricks	Zukhra Kuchiyeva
Melissa Beasley	Sheena Copper	Brandy Fisher	Sarah Hepperly	Lyndsay Lair
Kim Beckman	Leslie Coy	Chelsey Fleming	Brittany Herold	Beth Langenkamp
Chastity Bennett	Abigail Craft	Tanya Fowler	Christian Hess	Carrie Larck
Judy Bennett	Heather Cramblett	Stefanie Fox	Heather Hess	JoAnn Lay
Kelsey Bergman	Shelli Cramer	Kara Frantom	Stacey Hetman	Thelma Lee
Megan Bettag	Jodi Crampton	Beverly Frederick	Melanie Hicks	Jessica Lehnhoff
Colleen Bevins	Jill Crawford	Jennifer Friesinger	Ashley Hild	Rebecca Lemaster
Kirstin Beyland	Erika Cucchetti	Donna Fugate	Chole Hilsdorf	Kelly Leopold
Ramona Bittner	Cristin Daniels	Amber Furrow	Tori Hite	Miranda Liming
Theresa Blake	J Darajie	Danielle Gantner-	Kelli Hoke	Kelly Link
Priscilla Blevins	Brandon Daum	Cooper	Katrina Hooper	Lisa Linn
Julianna Bobosh	Susan Deis	Alison Garippo	Stacy Hoover	Isi Litfin
Lora Bogan	Cynthia Delwiche	Megan Gaul	Lesley Horton	Sarah Little
Lisa Bolton	Dana Demmitt	Ayesha Gaya	Cheryl Householder	Rebecca Lotridge
Amanda Boykin	Alaina Denlinger	Mary Geraghty	Patricia Howard	Beth Lowman
Kristina Brackenhoff	Pamela Denniston	Dawn Getsfred	Kaitlin Howell	Christine Lubera

Premier Excellence in Nursing (PEN): 2018 *(continued)*

Melinda MacLeod	Heather Padgett	Ashly Russell	Deepa Stinnet	Kim Weber
Misty Manuel	Haley Patterson	Susan Sacksteder	Shannon Stireman	Laurie Weissbrod
Sharon Marshall	Kassie Pemberton	Bethany Salyers	Amanda Strutton	Lori Wenning
Stephanie Matheny	Heather Pennix	Anna Samela	Valerie Stubbs	Angie Westbeld
Eden Matteson	Maria Petrosino	Colleen Sanford	Mackenzie Stutzman	Brian Westcott
Leeba Matthew	Theresa Petrosino	Briana Santoro	Matt Suber	Kara Westerfield
Sharon McCall	Martha Petty	April Sappe	Allison Subler	Aja Whatley Tolliver
Lisa McDaniel	Ginger Phelps	Lucinda Sarver	Melinda Sullivan	Crystal Whitaker
Brandie McGuire	Tara Phelps	Patricia Schairbaum	Danielle Sundermeyer	Jennifer White
Kara McIntosh	Charlotte Phillips	Emily Schelhorn	Jacquelyn Surant	Taylor White
Rachel McKee	Emily Phillipy	Emily Schmit	Monica Sutter	Jaime Whitmeyer
Linda McMillan	Melanie Phipps	Melissa Schneider	Jenna Tassos	Audra Willey
Tamara McMillan	Stacy Powell	Tracy Schneider	Nicole Taylor	Vickie Williams
Emily McNair	Heather Price	Karen Schriml	Tammy Thobe	Katresha Williams- Ellington
Jennifer Meade	Lindsay Prichard	Jennifer Schuder	Jennifer Thompson	Laura Williamson
Jonda Meddock	Jill Ralston	Diana Scott	Margaret Thompson	Kathleen Wilson
Amy Mescher	Julia Ralston	Angela Sebald	Jamie Thoreson	Sara Wolfe
Judy Meyer	Jenna Rambeau	Ben Sehlhorst	Victor Thornburg	Cecilia Wright
Sarah Mienko	Rachel Ramey	Monica Selby	Kathleen Tobe	Rachel Yockey
Alicia Miller	Carlton Randall	Robin Shank	Stacy Tolpin	Lynn Zack
Annette Miller	Whitney Ratliff	Mary Shaw	Connie Tyree	Erin Zink
Elise Miller	Brandy Ravert	Jo Sherry	Julie Tyson	
Linda Miller	Whitney Reedy	Donna Shiverdecker	Jarred Uhrig	
Mandi Miller	Kristina Reicher	Jacqueline Simpson	Jessica Ullery	
Melissa Miller	Linda Resler	Susanna Siple	Christine Utt	
Abbie Mills	Elizabeth Reyes	Julie Skaggs	Leah Vagedes	
Cary Mohr	Krystle Rhoden	Emily Skrobot	Emily VanCulin	
Jamie Moore	Elizabeth Rike	Alyssa Smith	Amber VandenBos	
Tracy Morrison	Katherine Riner	Lindsey Smith	Amanda VanDiver	
Helen Morrow	Diana Roberts	Melissa Smith	Trudy Vawter	
Carol Mousa	James Robinson	Tiara Smith	Sarah Venkatachalam	
Amanda Mowell	Kellie Robinson	Wendy Smith	Heather Vincent	
Michael Moyer	Tessa Robinson	Carrie Snider-Dearth	Brittany Voland	
Melissa Murphy	Erin Rodgers	Ben Southerland	Jane Von Dohre	
Chelsea Myers	Taylor Roeckner	Lynn Sowders	Brittany Vore	
Jillian Nave	Kimberly Roller	Jennifer Spalding	Mary Vue	
Molly Nickell	Lindsay Rook	Cristina Spanel	Gale Walker	
Patti Nicodemus	Makenzie Rosa	Lindsey Spearman	Cami Waller	
Jessica Oakley	Sheila Ross	Virginia Stackhouse	Eric Wan	
Sherri O'Banion	Jill Ruchty	Victoria Stapleton	Michelle Waters	
DeWana O'Diam	Kristina Rudd	Chelsea Starnes	Lorna Waters-Tellez	
Terri OLeary	Virginia Ruddock- Codoni	Maggie Steineman	Crystal Watson	
Ashley Owens		Melissa Stewart	Valerie Webb	

Premier Excellence in Nursing (PEN): 2019

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We congratulate the following 2019 PEN participants!*

Rebekah Abner	Ramona Bittner	Jennie Daigle	Donna Fugate	Stacy Hoover
Mandy Adkins	Theresa Blake	Johnnah D'Alfonso	Amber Furrow	Lesley Horton
Tara Adkins	Rachel Blankenship	Cassandra Dameron	Kelly Gabriel	Cheryl Householder
Jarnai Alexander	Stacey Blockberger	Cristin Daniels	Miranda Galliani	Patricia Howard
Brenda Allard	Julianna Bobosh	Jessica Darnell	Amanda Gammell	Stephanie Howes
Emily Allen	Lora Bogan	Brandon Daum	Danielle Gantner-Cooper	Jenny Huddleson
Emily Alvarez	Kayla Bostwick	Susan Deis	Ayesha Gaya	Deborah Huelskamp
Tracy Ambrose	Julia Bowser	Cynthia Delwiche	Mary Geraghty	Brianna Humphrey
Karen Andersen	Amanda Boykin	Alaina Denlinger	Jenna Geuy	Autumn Hunley
Penny Anderson	Kristina Brackenhoff	Pamela Denniston	Sarah Gheen	Kendra Hunsucker
Briana Anglin	Amber Brazier	Lindsey Derge	Roberta Ginter	Cassandra Ingle
Tiara Anthony	Anne Brower	Tara DeRouen	Joanna Goettemoeller	Holly Ingram
Sarah Applegate	Christa Brown	Danielle Deski	Linda Goodlett	Julie Isham
Lisa Ayers	Marina Brown	Kandi Diamond	Janice Gordon	Rachael Jackson
Ashley Bach	Colleen Brown	Lacie Dieker	Jeanine Gow	April Jeffery
Renate Back	Janice Brown	Ginger Domer	Kelly Green	Gail Jeffery
Rachel Baggett	Lisa Brown	Britney Dooley	Janell Green	Deana Johnson
Linsay Bailey	Kelly Bruce	Lindsey Draper	Christopher Green	Mandy Johnson
Michelle Baldwin	John M. Brueggemann	Annie D'Souza	Bryn Greenwell	Shenika Johnson
Amy Ballachino	Amber Brunett	Lyndon Dueck	Jessie Grubb	Nicole Jones
Anna Barhorst	Priscilla Renee Buerger	Kristen Duff	Karrie Hale	Meredith Kanet
Melissa Barnett	Alicia Bumgarner	Katherine Dunlap	Kim Halsey	Amy Karns
Valerie Barot	Mallory Burdine	Courtney Durflinger	Jan Hankins	Christina Keller
Helen Bartlett	Pamela Burke	Megan Ehresman	Amy Hardert	Patricia Kelley
Pamela Bartlett	Kendra Butcher	Frances Ellerbrock	Bethany Harrison	Amanda Kenney
Tiffany Bastin	Lindsey Call	Heather Ellington	Jessica Hart	Emily King
Adrian Bates	Karen Carter	Danielle Engle	Kelcy Hartbarger	Tara King
Kristina Bates	Mallory Cassity	Keith Enix	Melody Hatton	Amanda Kitchen
Brian Bates	Veronica Castillo	Susan Erbaugh	Hannah Hawkins	Emily Kline
Marjorie Batten	Alicia Center	Amanda Farley	Amy Hayes	Anna Knisley-Houser
Kalie Baver	Steven Chittenden	Tricia Faulkner	Lisa Hayes	Michelle Knorr
Melissa Beasley	Ashlee Christopher	Bailee Favre	Amber Heigel	Megan Kovach
Kimberly Beckman	Britnian Clark	Melisa Fink	Tiffany Hellwarth	Deborah Kramer-Smith
Brittany Bedwell	Wesley Clark	Sara Finkes	Jessica Hemmelgarn	Brittany Kremer
Krista Beiser	Annie Claybaugh	Dalton Fisher	Sarah Hepperly	Jennifer Kurrek
Jeffrey Bell	Sierra Combs	Brandy Fisher	Nora Jane Hershberger	Kristen Ladd
Rhonda Bell	Jennifer Conde	Donna Fisher	Andrea Hesson	Jacqueline LaFrance
Judith Bennett	Kathleen Cook	Chelsey Fleming	Stacey Hetman	Lyndsay Lair
Chastit Bennett	Kimberlee Coon	Darcy Fortman	Alicia Hicks	Amanda Landers
Kelsey Bergman	Maria Cottrell	Tanya Fowler	Molly Hoffman	Carrie Larck
Megan Bettag	Shelli Cramer	Stefanie Fox	Jennifer Holbrook	Jenna Larger
Kirstin Beyland	Jodi Crampton	Kara Frantom		Sandra Laurent
Natalie Birt-Coy	Jill Crawford	Marla Freitag		

Premier Excellence in Nursing (PEN): 2019 *(continued)*

Julie Layton	Lisann Moore	Kristina Reichert	Wendy Smith	Cami Waller
Thelma Lee	Sable Morgan	Linda Resler	Carrie Snider-Dearth	Michelle Waters
Jessica Lehnhoff	Tracy Morrison	Elizabeth Reyes	Ben Southerland	Lorna Waters-Tellez
Kelsey Leonard	Helen Morrow	Kayla Rickert	Cristina Spanel	Crystal Watson
Erica Leyes	Carol Mousa	Katherine (Katie) Riner	Lindsey Spearman	Valerie Webb
Kelly Link	Amanda Mowell	Diana Roberts	Nathan Spears	Kim Weber
Lisa Linn	Cameron Munafo	Tessa Robinson	Kayla Stackonis	Toni Weiss
Sarah Little	Melissa Murphy	Kelly Robinson	Chelsea Starnes	Laurie Weissbrod
Jennifer Long	Chelsea Myers	Erin Rodgers	Melissa Stewart	Jessica Welch
Rebecca Lotridge	Pamela Nelson	Taylor Roeckner	Alexandra Storie	Amanda Wells
Beth Lowman	Molly Nickell	Kimberly Roller	Brooke Stradling	Lori Wenning
Anna Ludewig	Patricia Nicodemus	Lindsay Rook	Allison Subler	Angie Westbeld
Joshua Lumpkin	Juanita Niekamp	Katelyn Royce	Melinda Sullivan	Brian Westcott
Melinda MacLeod	Kari Northern	Jill Ruchty	Danielle Sundermeyer	Kara Westerfield
Nickita Malcolm	Terri O'Leary	Kristina Rudd	Jacquelyn Surant	Aja Whatley Tolliver
Tori Markarian	Jessica Oakley	Ashly Russell	Dustin Taggart	Jessica Whitaker
Sharon Marshall	Emily Ocke	Susan Sacksteder	Emily Taggart	Jennifer White
Eden Matteson	Emma Overman	Julie Samson	Jenna Tassos	Jaime Whitmeyer
Leeba Matthew	Heather Padgett	Colleen Sanford	Nicole Taylor	Audra Willey
Meagan Mays	Jane Palazotto-Crisler	Lucinda Sarver	Jordan Templin	Andrew Williams
Sharon McCall	Kassie Pemberton	Patti Schairbaum	Tammy Thobe	Heather Williams
Brandie McGuire	Kristi Pence	Emily Schelhorn	Ann Thompson	Laura Williamson
Kara McIntosh	Heather Pennix	Meredith Schieltz	Jennifer Thompson	Kathleen Wilson
Tamara (Tami) McMillan	Theresa Petrosino	Emily Schmit	Margaret Thompson	Janine Wireman
Emily McNair	Ginger Phelps	Melissa Schneider	Jamie Thoreson	Christine Wolff
Jennifer Meade	Tara Phelps	Tracy Schneider	Victor Thornburg	Kelsey Wolfe
Kimberlee Melerine	Charlotte Phillips	Karen Schriml	Holli Thornton	Sara Wolfe
Charlotte Mercer	Laura Phillips	Jennifer Schueler	Kathleen Tobe	Paula Wooddell
Judith Meyer	Melanie Phipps	Angela Sebald	Marisa Tolle	Judith Worley
Michelle Middleton	Krystah Pickrell	Ben Sehlhorst	Hannah Tomlinson	Amanda Wright
Sarah Mienko	Jessica Piddock	Deb Sell	Vanessa Trapp	Cecilia Wright
Alicia Miller	Brandon Pippin	Robin Shank	Connie Tyree	Keriann Wyckoff
Christina Miller	Cindy Plummer	Amy Shields	Julie Tyson	Rachel Yockey
David Miller	Stephanie Poepelman	Jamie Simon	Christine Utt	Lynn Zack
Abbie Mills	Kimberly Porter	Jacqueline Simpson	Amanda Van Diver	Karla Zimmer
Deanna Minnich	Benjamin Post	Susanna Siple	Emily VanCulin	
Cary Mohr	Rhonda Qasem	Julie Skaggs	Trudy Vawter	
Erin Monroe	Amy Rader	Emily Skrobot	Stacey Viers	
Valerie Moon	Julia Ralston	Carly Slone	Heather Vincent	
Holly Moore	Carlton Randall	Brittany Smith	Brittany Voland	
Jamie Moore	Whitney Ratliff	Alisha Smith	Jane Von Dohre	
Kristina Moore	Brandy Ravert	Lindsey Smith	Brittany Vore	
		Tiara Smith	Mary Vue	

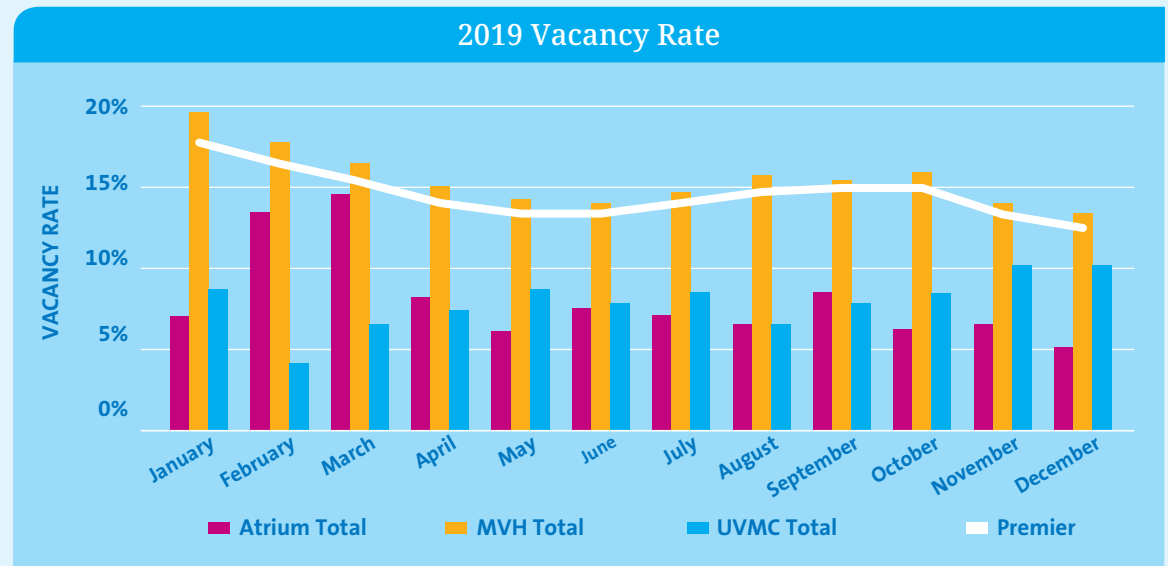


Staffing Update

By Zakiya Robinson, MBA, FACHE, system director nursing finance and resource management, Premier Health

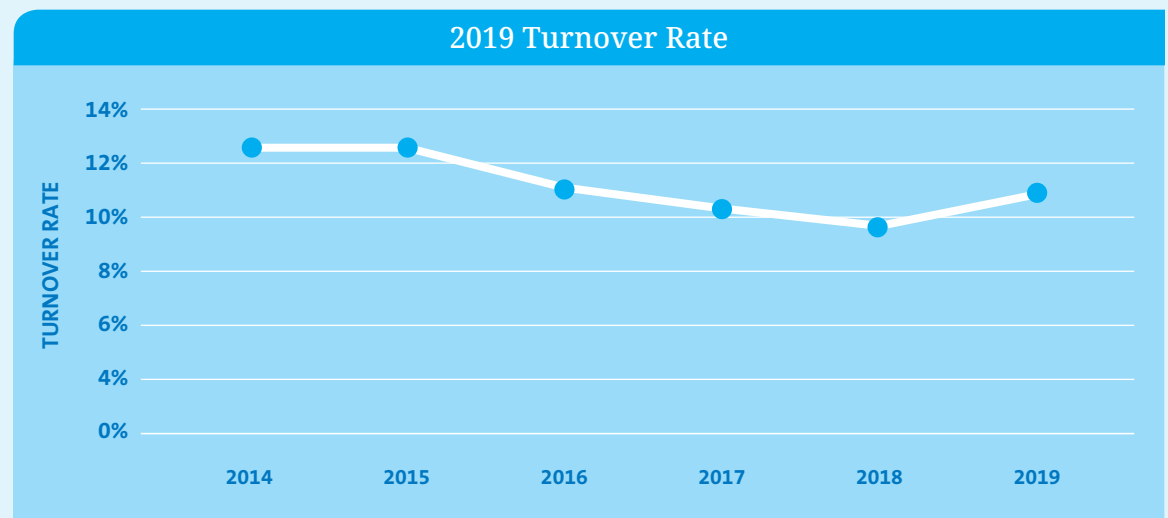
2019 Vacancy Rate

December 2019 RN vacancy rate was 12.11%. As illustrated in the table below, we experienced improvement (i.e. decline) in our vacancy rate in 2019.



2019 Turnover Rate

The 2019 RN turnover was 11.04%. This is significantly lower than the national average of 17.5%. Annual turnover rate is trended below. This data demonstrates that many of our nurses are transitioning into positions within our organization rather than leaving the Premier Health system.



Premier Health Talent Acquisition Team



2019 Hiring Statistics:

- RN: 777 (327 of these nurses were Versant Residents and 105 were Transition Fellows)
- PCT: 611

Recruitment and Staffing Strategies:

- Collaborated with marketing to leverage digital technology and intelligence for candidate sourcing (Maximized and enhanced use of Artificial Intelligence for Inbound Sourcing of RNs. Executed, in partnership with marketing, a comprehensive digital and print marketing plan)
- Competitive, market driven compensation model (Ongoing review and adjustment of compensation based on data analysis. Aggressive compensation offers and counter offers as appropriate. Hiring Incentives were leveraged.)
- Referral program offering current employees financial incentives for recruitment
- Offering flexible scheduling opportunities
- Offered incentives for Agency & PRN nurses to convert to full-time and part-time permanent positions
- Facilitated consistent on – site hiring events
- Unique pilot program for sourcing RNs (Sourcing Pilot Program for RN target units)
- Implemented customer centric model to consolidate steps for hiring
- Developed nursing student Float Team that provides PCT opportunities for current nursing students
- Hiring High School Students in PCT roles



School Partnerships

By Yolanda Munguia, DNP, RN, RN-BC, academic partnership program manager

A variety of career opportunities are available in health care, but many in the community are unaware of them. School partnerships are key to increasing awareness and interest in health care careers and provide a clear path to employment after graduation. Through the partnerships, schools are provided with facility/department tours, speakers, career exploration programs, and Premier Health participation in school sponsored career fairs.

Students who want to see a day in the life of a health care professional can apply to job shadow. Observing professionals, as they perform their daily tasks and duties, provides students a real-world view of the profession. This opportunity offers guidance for students so they can make an informed decision. In the long run, job shadowing can help the student avoid switching career paths midway through school thereby saving time and money.

Partnering with vocational schools facilitates a steady stream of applicants who can fill workforce needs. The vocational schools provide graduates in phlebotomy, state tested nurse aide/patient care assistant, and medical assisting, all of which are steps in the career paths to nursing, medicine, and other allied health fields.

Premier Health's community college and university partners offer a wide variety of degrees at affordable prices. Some offer scholarships and promotional pricing throughout the year to Premier Health employees. Depending on the demand, partners will provide classes on-site for cohorts of students.

Through the partnerships, Premier Health can identify future workers, recruit workers with new ideas and talent, promote career advancement among current employees, and retain employees by providing opportunities for educational growth.

Colleges and Universities

- Antioch University
- Wright State University
- Cedarville University
- Sinclair Community College
- Edison State Community College
- Clark State Community College
- Miami University
- Indiana Wesleyan University
- Walden University
- Western Governors University
- Chamberlain University
- University of Dayton
- Ohio University
- University of Cincinnati
- Xavier University
- Franklin-Urbana University

Career Tech Programs/ Adult Career Tech Programs

- Butler Tech
- Warren County Career Center
- Miami Valley CTC
- Upper Valley Career Center
- Stebbins High School
- Greenville Senior High School Career Tech Center
- Ponitz Career Technology Center

Our Commitment to Professional Development

By Annette Drake, MS, RN, CRRN, CBIS, Magnet program manager, Premier Health

Acting on the Institute of Medicine's 2010 recommendation, Premier Health's Nursing Executive Council (NEC) set a goal to increase the percentage of bachelor's prepared nurses. To meet this goal, NEC calculated that nursing departments would need to increase to 65 percent by 2017. Target projections would then increase incrementally five percentage points each year. For 2018, 67 percent of registered nurses (RNs) at Premier Health possessed a Bachelor of Science in nursing (BSN) degree. In 2019, that number fell to 65 percent.

Nurse leaders have identified several contributing factors to the recent decrease in BSN rates at Premier Health. Specifically with the increase in hiring over the past two years, we have a higher percentage of nurses with one to three years of experience. These nurses, who have been hired within the past three years and have not already completed their BSN degree, are now on this journey.

While attempting to recruit experienced nurses, we received feedback that many were uninterested in pursuing a BSN degree at the latter part of their nursing career. Recognizing that experienced nurses brought valuable expertise to the patient's bedside, NEC approved hiring with a certification requirement in lieu of the BSN requirement.

Premier Year	BSN or Higher %
2017	71%
2018	67%
2019	65%

The Premier Health Nursing Leadership set a nursing certification goal to increase the number of eligible nurses with professional certification by five percent each year. For 2018, 30 percent of RNs at Premier Health achieved a professional certification, and in 2019, 25 percent as demonstrated in table below. With the increase in hiring as referenced above, the eligibility of nurses to achieve professional certification is limited. Professional certification requires a minimum of two years' experience in a specialty prior to achieving certification. Premier Health Nursing Leadership continues to be committed to increasing the number of nurses with certification as demonstrated through our certification reimbursement programs, which require no out-of-pocket expense for nurses.

Year	Professional Certification %
2017	35%
2018	30%
2019	25%

The Power of PCT/HUC/Techs Voice to Change Scrub Color

By Ingrid Waggoner, MBA, BSN, RN, CRRN & Annette Drake, MS, RN, CRRN, CBIS

An opportunity submission was proposed to Premier Shared Governance Structural Empowerment (SE) council by PCTs, HUCs, and Techs from several of the Premier Health facilities to change the current scrub color from sandstone to slate gray. The SE council created a PCT/HUC/Tech Scrub survey which had an overwhelming 1,095 responses:

- 88.7% preferred a different scrub color
- 81.4% (882 responses) supported changing color to slate gray
- 90.1% preferred change be over 2 to 6 months

The SE council presented the recommendation to switch the current PCT/HUC/Tech sandstone scrub color to slate gray to nursing leadership and Human Resources based on the enthusiasm for the change. The Professional Image Policy was re-written to reflect the change and approved by the Human Resources team. The timeframe for the changeover took place between Oct. 1, 2019 and April 1, 2020. This provided time to align with the survey results of two to six months. During this timeframe, PCTs/HUCs/Techs were allowed to wear sandstone scrubs while transitioning to slate gray.



2018 Premier Health Daisy Winners

Atrium Medical Center

Tabetha Buzbee
Leah Dykstra
Theresa Kreitzer
Shawn Rogers
Alexandria (Alex) Ronto
Joshua Young

Fidelity Health Care

Kelly Clark
Tammy Craport

Ryan Lewis
Jatasha Osborn
Brittany Renner

Good Samaritan Hospital

(closed in 2018)

Shanna Hare
Shelly (Monica) Rose

Shawna Taylor
Amanda Whittaker
May Withers

Miami Valley Hospital

Ashley Bach
Audrey Bateman
Carly (Bailey) Brookshire
Chris Conger
Anna Derewianka
Lyndon Dueck
Alison Fay
Yasmin Fayaz
Toby Foster
Angie Halker

Peggy Haywood
Crystal Heflin
Melissa McNulty
Katelyn Royce
Jamie Ryan
Amy Schwartz
Zach Silvers
Jenny Spalding
Lisa Thomson
Dezare VanHook
Stacey Viers

Upper Valley Medical Center

Cheryl Carter
Cindy Fair
Cynthia Hensley
Tori Hite
Jenna Larger
Deanna Minnich
Beth Perkins
Dustina Schroder
Ben Sehlhorst
Britany Siler
Angie Smith
Lyndsey Spearman

2018 Premier Health Hero Award Winners

Atrium Medical Center

Ed Bastien
Tiffany Gregory
Rhonda Jata
Angela Wallace

Fidelity Health Care

Angela Martin
Cynthia Ely
Kim Elling

Catherine Druley
Saundra Lakes

Good Samaritan Hospital

(closed in 2018)

Charlotte Carlisle
Jeremiah Starks
Negesti Huggins
Verlaine Terrace
Virginia Evans

Miami Valley Hospital

Clyde Rose
Clint Caldwell
Chrissy Moss
Doug McIntyre
Lindsay Dodds
Curtis Brown
Nicholas Brunner
Karen McBeth

Amanda Gunsaulley
Nicole Bender
Pennie Shaw
Lester Cunningham

Upper Valley Medical Center

Kim Rhodus
Kathy Ward
Daniel Tenney
Dusti Mathis

Sandie Huber
Pam Hobbs
Jane Hess
Christa Burton
Gale Gutierrez
Chelsie Leigh



The DAISY Award

FOR EXTRAORDINARY NURSES

IN MEMORY OF J. PATRICK BARNES



Health Hero Award



2019 Premier Health Daisy Winners

Atrium Medical Center

Joshua Young
Lizzy Gilbert
Jennifer Long
Courtney Nelson

Fidelity Health Care

Kelly Clark
Lisa Kinzer
Kelly Johnson
Tonnie Reimer

Lawretta Egodotaye
Shirley Hood
Michelle Ludwick
Christy Hall

Miami Valley Hospital

Amanda Carlson
Amanda Landers
Bobbi Whitt
Derek Mayberry
Emily Ocke

Julie Sampson
Kelly Green
Kim McCoy
Kirstin Beyland
Laura Mastellar
Lianna Pope
Lisa Brennan
Nikesh Jani
Teresa Naas
Tiara Smith
Cortney Campbell

Courtney Durlinger
Melody Hatton
Elizabeth Miller
Christina Keller
Brandy Jones

Upper Valley Medical Center

Naomi Gallagher
Sara Schulze
Abby Steinke
Shields

Kaila Pleiman
Lucinda Sarver
Sara Finkes
Brian Wescott
Heather Macy
Amanda McCollum
Mandi Crump
Anna Post Lewis

2019 Premier Health Hero Award Winners

Atrium Medical Center

Ed Bastien
John McKinney
Pam James
Alex Hotalen
Ben Blankenship

Fidelity Health Care

Kay Wyse
Gerry Rohrbach

Deborah Pettit
Stephanie Wiley

Miami Valley Hospital

Clyde Rose
Suzanne Stachler
Madelyn Zwolski
Annette Keel
Tawn James
Amanda Gunsaulley

Lester Cunningham
Pennie Shaw
Gary Stokes
Nicole Bender
Curtis Brown
Karen McBeth
Nick Brunner
Katelyn Bates
Regina Richardson
Cheryl Applegate

Upper Valley Medical Center

Aaron Christy
Belinda Wical
Ashley Melling
Doug Emmel
Christine Hoop
Jackson
Lori Kirk
Merlin Collins










Stephanie Mizer
Hyacinth Amin
Townsend
Carl Wagoner
Bill McDonald
Mike Stickel



Premier Health Nursing Sensitive Indicators Summary 1Q 2018 to 4Q 2019

Unit level performance compared to national benchmarks from NDNQI (National Database Nursing Quality Indicators) Database to include Bed Size, Teaching Status, All Hospitals mean and median.

- Overall Premier Nursing has EXCELLENT Nursing Sensitive Indicators- We are most proud of HAPI, CLABSI, with CAUTI close behind.
- Falls with Injury has the most opportunity for improvement at all PH hospitals.

Atrium Medical Center				
8 QUARTERS OF DATA 1Q18 TO 4Q19	FALLS WITH INJURY	HAPI STAGE 2 AND ABOVE	CAUTI	CLABSI
Number of Units Outperforming the NDNQI national database in Each Quality Indicator Category for the majority of 8 quarters				
	3 of 8 Units Outperform	5 of 7 Units Outperform	6 of 7 Units Outperform	6 of 7 Units Outperform
Miami Valley Hospital				
8 QUARTERS OF DATA 1Q18 TO 4Q19	FALLS WITH INJURY	HAPI STAGE 2 AND ABOVE	CAUTI	CLABSI
Number of Units Outperforming the NDNQI national database in Each Quality Indicator Category for the majority of 8 quarters				
	6 of 21 Units Outperform	13 of 20 Units Outperform	20 of 20 Units Outperform	21 of 22 Units Outperform
Upper Valley Medical Center				
8 QUARTERS OF DATA 1Q18 TO 4Q19	FALLS WITH INJURY	HAPI STAGE 2 AND ABOVE	CAUTI	CLABSI
Number of Units Outperforming the NDNQI national database in Each Quality Indicator Category for the majority of 8 quarters				
	3 of 8 Units Outperform	7 of 7 Units Outperform	7 of 8 Units Outperform	7 of 7 Units Outperform

What are Nursing Sensitive Indicators?

By Annie Neff, MSN, RN, Magnet program manager, Premier Health

Measuring professional nursing's contributions to quality patient care is vital in promoting the value nursing practice brings to patient outcomes. Nursing Sensitive Indicators (NSIs) reflect the structure, processes, and outcomes of nursing care (American Nurses Association, 2004).

NSI's databases, such as the National Database of Nursing Quality Indicators, support evidence-based practice. Benchmarking and comparison of both internal and external results help organizations identify areas of strength and improvement, as well as evaluate patient quality across regional and national settings. Outcome indicators are determined to be nursing-sensitive because they depend on the quantity and quality of nursing care.

NSIs provide valid and reliable means to support nursing care quality and performance measurement, including the evaluation of nursing clinical practice improvement (Brown et al., 2010).

Brown, D.S., Donaldson, N., Bolton, L.B., & Aydin, C.E. (2010). Nursing-sensitive benchmarks for hospitals to gauge high-reliability performance. Journal of Healthcare Quality, 32(6), 9-17.

doi:10.1111/j.1945-1474.2010.00083x





Interprofessional Collaboration for Nursing Quality

By Angela Wale, MSN, RN, CENP, system director of nursing professional practice and research, Premier Health

Achieving success in performance improvement cannot be done in silos. Much like an orchestra, it requires multiple players from diverse backgrounds with unique contributions to achieve the greatest sound, or in the case of performance improvement, the greatest outcomes.

In late 2018, an interprofessional team was created to enhance alignment in nursing quality initiatives across Premier Health. This team included nursing, informatics, clinical education, regulatory, quality, infection prevention, and clinical analytics.

Through the work of this team in 2019, several strategic initiatives were adopted to enhance quality improvement within nursing.

This team facilitated a review of audits that nurses and nurse leaders were being asked to complete. This review resulted in significant reductions in the number of audits. This allowed for nurses and nurse leaders to spend more time in the areas needing improvement within their departments. Upper Valley Medical Center nurse leaders identified 34

active audits and were able to stop 11 of those, a reduction of 32 percent! Miami Valley Hospital nurse leaders identified 40 audits to be reviewed and achieved a reduction of 55 percent! Atrium Medical Center achieved success in reducing the number of audits on each unit to five or less to ensure top opportunities were receiving appropriate focus!

Lastly, this team partnered with clinical analytics to develop a hospital dashboard for nursing-sensitive indicator data. This allows nurse leaders across Premier Health to see, at a quick glance, progress toward improvement of nursing-sensitive indicators or highlight areas of concern before data are returned from the National Database of Nursing Quality Indicators benchmarking. This dashboard was made available to all Premier Health nurse leaders in early 2020.

This collaborative design resulted in a more efficient alignment across nursing quality and provided a structure that led to greater improvements in nursing-sensitive quality outcomes.

Premier Health Nursing Goals Focusing on Patient Experience

By Kelly Sodders, BSN, RN, NE-BC, project analyst, Premier Health and Peggy Mark, Ph.D., MBA, BSN, RN, system chief nursing officer, Premier Health

At Premier Health, all departments have been working toward understanding the patients’ perspectives and desires. During 2018 and 2019, our nursing team focused on two domains: nurse communication and responsiveness.

	Nurse Communication		Responsiveness	
	2018	2019	2018	2019
ATRIUM MEDICAL CENTER	Average of all inpatient units two out of eight quarters outperform NRC average	Average of all inpatient units five out of eight quarters outperform NRC average	Average of all inpatient units two out of eight quarters outperform NRC average	Average of all inpatient units six out of eight quarters outperform NRC average
MIAMI VALLEY HOSPITAL	12 units outperform for eight quarters	17 units outperform for eight quarters	10 units outperform for eight quarters	17 units outperform for eight quarters
UPPER VALLEY MEDICAL CENTER	Average of all inpatient units four of eight quarters outperform NRC average	Average of all inpatient units six of eight quarters outperform NRC average	Average of all inpatient units three of eight quarters outperform NRC average	Average of all inpatient units six of eight quarters outperform NRC average

As we all know, improving patient experience scores reflect not only hardwiring evidence-based practices but of an increasingly engaged workforce and amazing leadership.

Your courage, knowledge, passion, and love carried us all to a new and exciting place. It takes a special group of people to keep our patients at the center of our focus every moment of every day as we build new realities, new relationships, and new routines.

Every day there are hundreds – maybe thousands – of ways that each one of you makes a difference in the lives of your peers, partners, and patients. Our shared experiences allow us opportunities to learn and grow from our patients and from each other. I want to leave you with a beautiful note written by Taylor Mong, a cardiac telemetry unit nurse at Miami Valley Hospital. Taylor came into the hospital

prepared to work her shift and realized she was not scheduled to work at that time. She asked if there was anything she could do to help while she was there. Her manager, Shauna West, asked her to visit at least five patients’ rooms and just sit down...and have a conversation with them. She asked Taylor to write about her experience. Taylor’s beautiful, heartfelt and profound summary titled “Ten Minutes” is here for you to read and enjoy.

You can learn how to improve patient care by having a 10-minute one-on-one conversation with them more than you can by attending a week-long seminar about patient care if you ask the right questions and, more importantly, practice purposeful listening. Asking the right questions might not be the easiest or most pleasant conversation. Being purposeful

(continued)

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with listening is having the agenda of listening for the sake of understanding, and sometimes we might feel like we don't have the time to do this. I spoke with five patients about the care throughout their hospitalization. Each patient greeted me with a smile and a warm "hello." Each patient seemed to be resting comfortably in their bed or chair. Each patient said that staff members were doing hourly rounding and bedside handoff each shift. Each patient expressed positive feelings about their stay on our unit as a whole. However, to my surprise, I found that 4/5 of the patients felt like some staff were "insincere" with their care, "uncaring," and sadly one patient even stated that they felt that a staff member seemed to be "just here for the paycheck." Of those four patients, three of them said they felt like it took an unacceptable amount of time for their call light needs to be addressed. Imagine not feeling well, calling out for help from those who

are in place to help you, waiting a long time for that help, and then feeling like you were an annoyance to those who were assigned to provide you with that help. Obtaining this kind of information is essential to the improvement of our care, and getting this useful information was difficult. Not a single one of the patients wanted to express their dissatisfaction. If I had only asked general questions about satisfaction, some of these issues may not have been discovered. I would have walked away thinking, "Wow! All of our patients think we are perfect!" But because I didn't stop there, and I asked the hard questions, I received a more comprehensive understanding of the patient's actual perception of care. If I didn't purposefully listen to the patients' stories, I would have left with a bunch of complaints and a long service recovery to-do list, or worse - left thinking that there were no issues at all. I wouldn't have any idea how to prevent any of those identified issues. Purposeful listening gave me the ability to see care through the eyes of the patient. Asking the right questions enabled me to identify and bring those trends to management in hopes of increasing future patients' positive experiences, even if just by a little bit.

We all get wrapped up in the busyness of our shift, and it may seem like we don't have the time to ask the right questions or actively listen. But do we really think about how our actions in just 10 minutes can affect a patient's perception of their stay, diagnosis, and life in general?

Each nurse has their own reasons for entering the nursing field. However, we all have one common goal - to improve the lives of those who need us in their weak moments. With each patient, we can stop for 10 minutes and give that patient our full attention for that time. We have 12 hours to do our jobs for the day. Why not use 10 minutes to take a small break from all the planning and doing tasks to pull ourselves back to the present and have an engaged purposeful conversation with your patient? Not only will this have a positive impact on the patient's perception of their stay, it will give our exhausted minds time to recover before we make our impact on the next patient.





All Hustle, Less Heartache: Improving ED Patient Experience

By Amanda McClure, MHA, RN, director of nursing, Miami Valley Hospital North

After the closure of Good Samaritan Hospital, the emergency department volume at Miami Valley Hospital North increased by nearly 50 percent in less than a week. The transformation from a free-standing emergency department to a hospital emergency department required innovative strategies to provide quality patient care and nursing satisfaction. Nursing leadership partnered with the interprofessional team to implement front, middle, and back-end processes to improve patient outcomes and staff efficiency.

Quality indicators for the ED include time of arrival to being evaluated by a physician/provider, overall length of stay, and percentage of patients who leave without treatment. Increased wait times for treatment can lead to poor patient outcomes and compromised quality. Staff experienced decreased satisfaction and engagement in their work and quality indicators were not to the desired standard. In quick response to patient and staff concerns, nursing leadership engaged the interdisciplinary team to develop creative solutions.

A team of clinical nurses redesigned the triage process to prioritize the collection of information relevant to the patient's immediate needs, facilitate bed placement, and allow timely triage completion which expedited flow through the department. A registered nurse was stationed at the walk-in reception desk for immediate placement of the

most appropriate patients. This yielded increased confidence from the nursing team and peace of mind for the registration staff. ED nurses and providers designated space for lower acuity patients to be treated by one care team, expediting care and facilitating timely disposition. Inpatient and ED nurses partnered for "No Delay Report" to expedite placement of admitted patients.

Evaluation/Outcomes:

- Door-to-physician/provider times improved from 20 minutes to 14.7 minutes
- Door-to-triage complete times improved from 23 minutes to 14 minutes
- Left without treatment (patients leaving prior to medical screening exam) rates improved from 1.6 percent to 0.99 percent
- Average length of stay for discharged patients improved from 160 to 149 minutes
- Average length of stay for admitted patients improved from 276 to 264 minutes
- Nurses are more confident in placement decisions and less frustrated with care delays in universal treatment spaces
- The ED team increased ownership and collaboration with the interprofessional team, resulting in more prompt treatment and disposition

Miami Valley Hospital South Level III Trauma Center Designation

By Beth Larsen, RN, MS, CNL, trauma program manager, Miami Valley Hospital South

Miami Valley Hospital South (MVHS) recently joined Premier Health's trauma network by earning provisional status as a Level III Trauma Center from the Ohio Department of Public Safety. As a Level III Trauma Center, MVHS provides immediate assessment, resuscitation, and care for all forms of traumatic injury. In addition, MVHS provides:

- Prompt availability of trauma and orthopedic surgeons, as well as fully staffed operating room
- Comprehensive quality improvement program
- Active outreach programs for referring communities
- Continuing education for nursing and allied health personnel and the trauma team

Seriously and critically injured trauma patients may remain at MVHS to complete their hospital stay and continue their recovery with rehabilitation. If a patient's injuries require services not provided at MVHS, CareFlight Air and Mobile Services will transport the patient to Miami Valley Hospital, Dayton's only Level I Trauma Center.

This achievement complements MVHS's Emergency Center of Excellence designation,

which was awarded by Emergency Excellence, an organization specializing in emergency department benchmarking.

The journey to achieve a Level III Trauma Center designation was collaborative and interdisciplinary. The nursing, lab, imaging, and surgery teams were involved in a variety of ways. The first step was planning for processes that are critical to trauma, such as how to activate a trauma and massive transfusion protocol. After processes were developed based on staff feedback, education and competencies were rolled out to ensure that all staff had the skills needed to care for these traumatically injured patients.

One of the key tenets of a trauma center is a robust performance improvement program. The MVHS nursing team is an integral part of this program. All staff are encouraged to share ideas and feedback to allow for ongoing improvement. The addition of MVHS to Premier Health's trauma network extends our treatment and care for critically injured trauma patients, allowing the South Dayton community to receive high-quality trauma care close to home.





Nursing Care Delivery Model

By Angela Wale, MSN, RN, CENP, system director of nursing professional practice and research, Premier Health

At Premier Health, our professional practice model that guides how we care for patients and families is founded on Relationship-Based Care (RBC). The RBC model describes six key roles of a nurse. One of those roles is that of a leader. As Premier Health Magnet® nurses, we have a responsibility to “identify and initiate changes that will improve the quality of care for patients and families.” It is this professional responsibility that urges us to evaluate the structure we have in place for nursing care delivery.

While nurse leaders across Premier Health work diligently to fill our vacancies with additional registered nurses (RNs), data shows the nursing shortage we are experiencing in our community is a national concern. We must find ways to become more effective by ensuring that RN’s time is spent within the scope of nursing. This has been challenging with our current RN-PCT care delivery model.

In 2019, a group of expert clinical nurses and nurse leaders came together to study best practices and use creativity and innovation to determine if there is a better method. A thorough literature review was completed. This team was asked to consider a care delivery model that will provide additional support around the RN in the acute-care environment. This will allow the RN to more consistently practice nursing to coordinate delivery of care to our patients while providing oversight to validate that care is occurring as intended.

In spring 2019, the team conducted observations of clinical nurses who are providing direct care to patients. These observations allowed us to identify the type of work that the RN can further delegate in some care settings. As nurse leaders, we recognize that this will be a process of transition. We will need to experiment with models to learn and adapt.

By the end of 2019, the team identified six models for consideration:

- Admission/discharge nurse role
- Integrating licensed practical nurses as members of the care team in the med-surg setting
- Family involvement in patient care delivery
- Delineation of patient care responsibilities by role
- Delineation of patient care responsibilities by shift
- Revised method for patient education delivery
- Evaluation of paramedics as members of the care team in the ED setting

A few of the above models were selected for pilots beginning in early 2020. Our work here is not yet done. Premier Health Magnet® nurses will pave the way for our colleagues across the nation who are facing similar health care challenges and nursing shortages.

Responding to Community Needs in a Crisis

By **Laura Sorg, DNP, RN, RN-BC, CPHIMS, CNE, clinical informaticist, Premier Health**

The nursing staff at Miami Valley Hospital's Shaw Emergency and Trauma Center (ETC) proudly serves their community. They have the training, trauma competencies, and experience to deliver excellent care in stressful and unusual circumstances. This was exemplified in the early morning hours of August 4, 2019 after a gunman opened fire at a crowded bar in Dayton's Oregon District. In less than 60 seconds, nine people were killed and 32 more injured. Without warning, victims of the mass shooting began arriving at Miami Valley Hospital's Level I Trauma Center for treatment.

Despite the time that has passed since then, the memories surrounding that night remain vivid. In an interview with Tonja Fote, MSN, RN, nurse manager of the ETC, she recalled with pride the actions of the nursing staff that night. The leadership team, headed by Heather Price, BSN, RN, clinical nurse manager, worked with their physician colleagues and other staff to triage patients and deliver care as seamlessly as possible.

Nurses were able to quickly assess the situation, initiate the proper protocols, and immediately deliver care. They took action to prepare for a large influx of patients and keep the department open without rerouting. The hours spent in mass casualty training and tabletop drills was evident. Their actions were heralded by peers, Premier Health leadership, and community partners.

In the days immediately following the event, there was a series of debriefs involving various staff. One session was devoted specifically to the nurses so they could collectively and privately work through their thoughts, questions, and feelings. Like their patients, they were a part of a community that was filled with emotion.

In response to the tragic events in the Oregon District, the ETC nurses conducted their duties with professionalism and skill. They were proud to be able help their fellow Daytonians in a time of crisis and to start the healing process. The teamwork that was exhibited that night continues to be a source of pride and will long be remembered.

Our Care Lives Here: Fidelity Home Care Provides Relief Following the Memorial Day Tornadoes

By **Geralyn Bailey, RN, WCC, CHPN, director of clinical operations, disease management, Fidelity Health Care**

An outbreak of 15 tornadoes ripped through the Miami Valley in less than three hours on Memorial Day 2019. More than 420 storm-related injuries were reported with 245 patients treated at Premier Health hospitals. Along with providing care for those injured by the storms, Premier Health and Fidelity Health Care was there to support tornado victims.

Despite the fact that many staff suffered severe damage to their own homes, Fidelity Health Care's employees deployed to deliver oxygen, food, and water to their home health care clients. Fidelity staff called more than 1,000 individuals living in areas affected by the tornadoes to verify their safety and to ensure they had everything they needed to remain in their homes. The nonclinical partners were integral in helping reach all 1,000 patients.

Senior Emergency Center First in Cincinnati Area to Earn Accreditation

By Missy Finks, BSN, RN, CEN, team leader, Senior ED, Atrium Medical Center



The Senior Emergency Center at Atrium Medical Center received the bronze standard Level 3 Geriatric Emergency Department Accreditation

(GEDA) from the American College of Emergency Physicians (ACEP) in October 2019. Atrium is the first hospital in the Cincinnati area, and one of only five hospitals in Ohio, to achieve a GEDA honor with eight designated senior beds. The Senior Emergency Center is designed to help seniors and their families feel more comfortable while the patient receives care. Its rooms feature senior-friendly amenities such as fall monitors, additional railings, non-skid floors, soothing colors, and reduced noise levels.

Nurses are required to complete five computer-based training modules focusing on the geriatric population to work in the Senior Care's ED. Two AMC Senior Emergency Center nurses completed the Geriatric Emergency Nursing Education comprehensive course supported by the Atrium Medical Center Foundation. This course consists of 17 interactive modules developed to help improve outcomes for older adults who often present with a unique set of challenges for emergency nurses. Though this course is not required for Level 3 accreditation, the appraisers were impressed that the nurses had completed this course for listening, assessing, and addressing the needs of geriatrics.

"What is unique about the AMC Senior Emergency Center nurses is that they are both geriatric and emergency room specialized to serve this population and impact patient outcomes," said Missy Fink, BSN, RN, CEN, Senior Emergency Center program team leader.

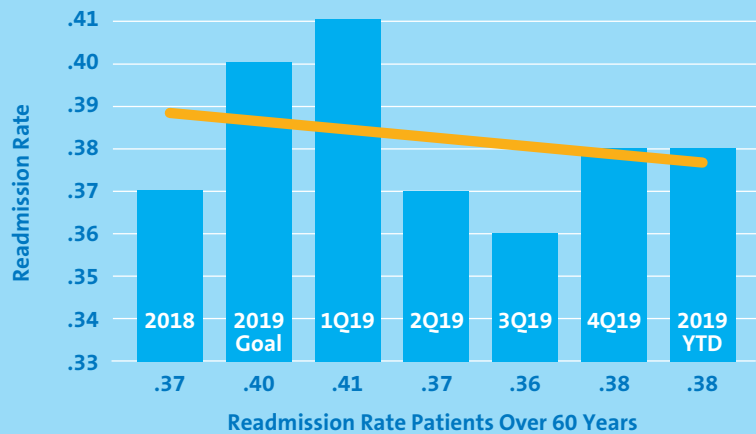
A partnership between David Romano, MD, medical director of the senior emergency center, and the nursing team including Mandy Alcorn, MBA, BSN, RN, director of nursing; Wendy Mitchell BSN, RN, CEN, Emergency Department nurse manager; and

Melissa Finks, BSN, RN, CEN, has yielded the following outcomes:

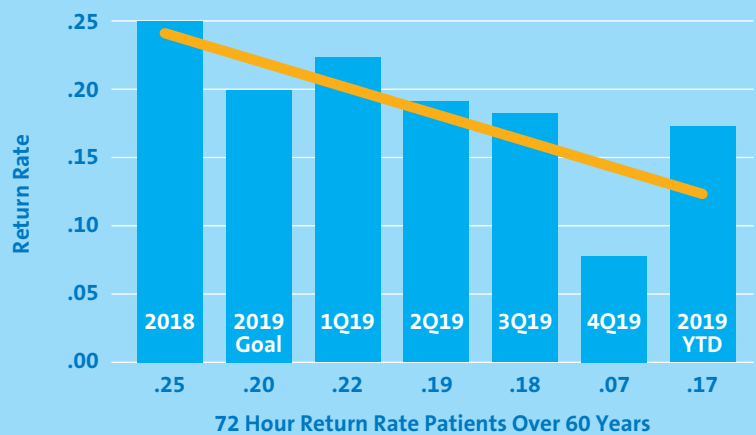
- senior patient medical crisis outcomes are improving
- there has also been a significant decrease in readmission rate for patients who are at least 60 years old (ED to Inpatient or Observation) and a 72-hour bounce back for patients older than 60 (home to ED) as presented in the graphs below.

Congratulations to the AMC Senior Emergency Center team for making a difference for this

Atrium Senior ER Readmission Rate Over 60 Years



72 Hour Return Rate Patients Over 60 Years



Upper Valley Medical Center Expands Heart Care Capabilities

By Ashlee Gulker, BSN, RN-BC, cardiac cath lab nurse manager, Upper Valley Medical Center

Upper Valley Medical Center (UVMC) opened a cardiac catheterization laboratory in July 2018 to care for individuals experiencing a heart attack and those with non-emergency coronary blockages. This was done to bring cardiac care closer to home for patients in the northern market of Premier Health. The goal of this team is to achieve a door-to-balloon (D2B) time of 60 minutes or less for every patient experiencing an acute myocardial infarction (AMI), also known as heart attack. D2B is defined as the time frame from patient arrival to the emergency department to when a coronary balloon is inflated in the patient's blocked coronary artery, thereby reestablishing coronary blood flow. The process was initiated and driven by cardiac cath lab nursing staff who saw an opportunity to improve D2B times and patient outcomes. Through improved nursing communication strategies and interdisciplinary collaboration, the process of direct-to-cath lab was implemented to drastically reduce D2B times and improve patient outcomes.

An interprofessional workgroup comprised of ED nurses, cath lab nurses, EMS coordinators, ED medical directors, cath lab staff members, critical care nurses, cardiology nurse practitioner, and patient access personnel began meeting in October 2018. This group established a direct-to-cath lab protocol which involved EMS calling the AMI Alert from the field based on the patient's symptoms and 12 lead electrocardiogram (EKG) interpretation.

The AMI Alert immediately activates the cath lab. The cath lab nurse calls the ED to verify the cath lab's availability. This communication prompts the ED nursing team leader to ask specific questions to EMS. Each question is located on the direct-to-cath lab template which provides screening criteria. Once the ED nursing team leader establishes that the patient meets direct-to-cath lab criteria, he or she communicates with the interventional cardiologist, who ultimately decides if the patient will go directly to the cath lab.

Following the implementation of a direct-to-cath lab process based on best practices, the average D2B time was reduced by 20.5 minutes. A benefit of the direct-to-cath lab process is enhanced cardiac services to the Miami County community and better patient satisfaction by decreasing the delay to cardiovascular revascularization.

The specific implications for nursing practice include that patient lives are saved. This process also increased knowledge, autonomy, and patient advocacy.

Experiencing a heart attack is one of the most uncertain times in a patient's life. Being part of the UVMC Cath Lab allows us to quickly intervene during both routine and emergency situations. Our expanded capabilities have given us the opportunity to provide our patients and families the reassurance that they are where they need to be.

Evidence to Bedside: MIST to Reduce CLD in a Level III NICU

By Tracy Morrison, MSQA, BSN, RN, clinical nurse and ECMO coordinator, Miami Valley Hospital

Based on evidence, Neonatal Intensive Care Unit nurses found low birthweight infants receiving Minimally Invasive Surfactant Therapy (MIST) would experience lower rates of chronic lung disease (CLD) and would provide a path to reduce intubations and ventilator days.

Purpose: NICU Quality Improvement Council implemented MIST therapy in a Level III, 67-bed NICU safely to reduce CLD and ventilator days while maintaining ability to administer surfactant.

Significance: The CLD rate for very low birthweight infants (VLBW) remained flat despite multiple PDSA cycles and improvement in extubation readiness. Evidence suggests that MIST rather than traditional surfactant therapy provides a lower death and CLD rate with less mechanical ventilation. Implementation of MIST is an appropriate translation of evidence to improve outcomes of very low birth weight infants which required collaboration of the entire interdisciplinary team to implement.

Strategy: Adoption of this evidence-based intervention required collaboration of the entire interdisciplinary team (physicians, nurses, nurse practitioners, respiratory therapists, occupational therapists, nutritionists, and pharmacists), staff and family members. Processes to implement MIST included simulation training, competency assessment, team member peer review, continuous process evaluation, and obtaining feedback from every member of the baby team during the implementation process, which was crucial for the success of the intervention.

Outcome: The results for this test of evidence were significant. CLD for infants less than 28 weeks gestational age decreased by a range of 10 to 55 percent with the greatest reduction observed in infants 25-week gestational age. 77.7 percent of infants did not require endotracheal tube placement during their NICU stay and 0 percent required positive pressure ventilation.





Austin Boulevard Emergency Department Nurses Empowered by Technology

By Andrea Staynor, MHA, BSN, RN, nurse manager, Austin Emergency Care Center

Premier Health built a free-standing 24-hour emergency department serving the Miamisburg and Springboro areas in fall 2018. This full-service emergency department features several technological advancements that empower nurses to deliver high quality care to each patient. This new technology creates a comforting approach to emergency medicine and paves the way for an exceptional patient experience.

Private emergency department rooms feature Switch Glass doors, or privacy glass, allowing the nurse or caregiver to easily switch the glass from clear to opaque. This offers a safe, private option for patients to receive care, allowing visibility for care providers if necessary. Each room also includes interactive whiteboards, creating seamless communication and updates between the care team and patient. Color changing light boxes offer a healing hi-tech advancement for each room. Nurses are easily able to build rapport with their patients by discussing their favorite color, offering a sense of control and calm during a scary, and often overwhelming time. The use of this technology has proven beneficial for our patients, connecting them with their care team and calming their nerves.

A community room with three large digital interactive screens also provides a place for nurses to interact with the community. The space is also used to further the mission of Premier Health by teaching Stop the Bleed training courses, Senior Lifestyle Injury Prevention classes, and health screening exams to improve the health and wellness of our community.

Jamestown Emergency Center – Caring for the Community

By Sara Bauersfeld, BSN, RN, nurse manager, Jamestown Emergency Center

Community is a focus for the nurses at Jamestown Emergency Center. With the newly reformed Emergency Department Unit Council eager to engage in community-based projects, Unit Council Co-Chair, Carol Seabold, RN, BSN, noticed a need among her younger patients. “I had a 16-year-old who was going to lose her teeth, and I wondered if brushing alone would aid in the prevention of dental caries.” Carol researched this question and found support from a World Health Organization project which demonstrated a significant decrease in dental caries with brushing twice per day.

Noting an absence of a local dental provider, Carol reached out to Five Rivers Health Department and another dentist in nearby Xenia to gather educational materials for local students on proper dental hygiene. She initiated a department-wide collection of toothbrushes and toothpaste which resulted in nearly 150 items that were provided to the local middle school. Carol delivered these supplies along with an educational poster to the school nurse at Greeneview Middle School for education and distribution.



Community Service 2018-2019

- Tonya Trotter**
- Elected Midwest Nursing Research Society Annual Conference Program Planning Committee, 2018-2020
 - Member: American Association of Critical-Care Nurses Graduate Nursing Student Academy (GNSA)
- Patricia O'Malley**
- Science Fair Judge - Dayton Regional STEM School Science Fair, 2019
 - Science Fair Judge - Carroll High School, 2019
 - Wright State University Zeta Phi Chapter Sigma Theta Tau - Elected Board, 2019

Yolanda Munguia, DNP, RN, RN-BC

- Board of Directors for Brunner Literacy Center
- National Equity Project Fellow
- Business Advisory Council, Springboro Schools
- Stebbins Allied Health & Nursing Advisory Council
- Ohio Institute Allied Health MA Advisory Board
- Upper Valley Career Center Advisory Committee
- Warren County Career Center - Greentree Health Science Academy Advisory Committee
- Cedarville School of Nursing Advisory Council
- Dayton Stem School Science Fair Judge
- Thurgood Marshall Science Project Judge

CASE MANAGEMENT STAFF

Kathy Ballman-Parks - acting president, Altrusa International of Dayton, Inc.

Dymond Callen - volunteer Ronald McDonald House

Sherry Ashburn - volunteer, Project Honor Flight in Dayton

Suzanne Lacasse - volunteer, Habitat for Humanity

Gloria Davis - choir and liturgical assistant, Abiding Christ Lutheran Church

Danielle Hayes - volunteer, Humane Society in Dayton

Emily Brewington - volunteer, local soccer board and soccer coach

Karen Persinger - volunteer, Sycamore House Pregnancy Center in Urbana

Mary Oliver - volunteer, Joseph's Legacy animal rescue in Middletown.

Missi Davenport - Outreach to Haiti, providing personal hygiene kits and toys. 2018

Ramona Bitner & Jenny Spalding - Facilitators- Montgomery County Stroke Survivor & Caregiver Support Group (continuous)

Deborah Huelskamp - volunteer- Health Partner Free Clinic Troy

Jamestown ED staff - volunteering: Jamestown Bean Festival & Jamestown Thanksgiving- serving meals to community, 2018

Carol Seabold Jamestown ED - Dental hygiene programs- local schools 2018

Liz Kempfer, Megan Sortman, Wendy Bishop, Yolanda Munguia - Dayton Metro Library Career Adventures Day, Nov. 7 & 8, 2019

Ellen Jordan - Driscoll Elementary School Career Day, May 3, 2019; Dayton Regional STEM School Annual Career & College Fair, Oct. 1, 2019

Nancy Breidenbach, Mabelle Kibby, Stephanie Brown, Amberly Saner - Premier Health MedQuest: Career Exploration Program at Miami Valley Hospital, June 18, 2019

Laura Stueve, Ashley Heitbrink, Tracy Knox - Milton Union Career Day, May 1, 2019

Jenna Kettering, Cindy Burke, Liz Kempfer, Tracy Knox, Laura Stueve, Stacy Hollowell - Premier Health MedQuest: Career Exploration Program at Miami Valley Hospital, June 18, 2019

Logan Beeman and Lori Liming - Springboro High School Career Day, March 11, 2019

Liz Kempfer, Yolanda Munguia, Lori Liming - Centerville High School Career Day, March 5, 2019

Outreach to Native Americans: Community Service 2019

Lisa Saul-Creager, RN, a nurse on the Inpatient Trauma Unit/Unit Council co-chair, had a vision to help others who are less fortunate. The Pine Ridge Indian Reservation had been weighing heavily on her heart for years and with the guidance of her son and father, 2019 was the year to make it happen or quit talking about it. That lit the fire and she jumped in with both feet.

The Pine Ridge Indian Reservation is an Oglala Lakota Native American reservation in South Dakota. The reservation is part of the poorest county in the country; 97 percent of the reservation population lives below the poverty line with a median household income between \$2,600 and \$3,500 per year. The unemployment rate is between 85 percent to 95 percent on the reservation. On average, 17 people live in each 2-3 bedroom home. Thirty-three percent of homes have no electricity, water, or proper sewage. Up to 60 percent of homes have black mold and need to be demolished and rebuilt.

The children at Crazy Horse K-12 School on the Pine Ridge Indian Reservation were identified by the Tribal Education Board as having the greatest need of essentials.

Initially, Lisa reached out to all the managers of inpatient units at Miami Valley Hospital, administrative officers, and at coordinating council.

Phyllis Brown, a Premier Health administrative officer, bought supplies and made nightly announcements at bed briefings. Word spread fast through the units and she began receiving items and calls to pick up items. Several units like Neuro Step-down and Pre-op brought boxes of supplies. Many nurses and managers stepped up to help the cause by donating food gift cards, or starting a Facebook fundraiser that raised more than \$700. That money allowed the group to purchase enough school supplies and oral care products, along with what was collected in the hospital, to cover all of the school's students.

Lisa, her father, and son drove a van full of supplies to the school and had the opportunity to talk with the director, vice principal, and some of the students. They were gifted with basketball T-shirts from the school's director; he stated that, in their culture, if they receive a gift, they give a gift. Lisa said she feels blessed to have participated in helping those in need. "I am so proud of the hard work of our Miami Valley Hospital nursing units," says Lisa. "They assisted us with collecting school supplies and oral care products. We have an amazing group of people at this facility who are so giving and loving for those less fortunate and I am proud to work with so many of them."



Nursing Research Fellowship

By Patricia O'Malley, Ph.D., APRN-CNS, nurse researcher, Premier Health

Aligning with the Premier Health Nursing Strategic Plan and our Magnet® culture, a nursing research fellowship was established in fall 2018. After the first year of this fellowship, there is so much to celebrate!

Congratulations to our fellows who persevered in the journey: Renate Back, MSN, RN (Atrium Medical Center); Greg Sanchez; MS-APRN, ACNC-BC, CWON (Miami Valley Hospital); Emily Van Culin, BSN, RN, CCRN (Miami Valley Hospital); Elaine Bohman, MS, RN-BC, AGCNS-BC (Miami Valley Hospital North); Christine Broomhall, MS, BSN, RN, ACSM-CEP (Miami Valley Hospital South); and Caitlin Conaway, MS, RN (Upper Valley Medical Center).

After preparation and completion of the Magnet® site visits in 2018, research fellows began their journey in acquiring knowledge and skills necessary to support Nursing Research (NR), Evidence Based Practice (EBP), and Performance Improvement (PI) in nursing. Serving as part of NKII Council of System Shared Governance, the fellows provide guidance for policy and procedure development, consultation, education, support, and mentoring that supports NR, EBP, and PI.

The curriculum for the fellows this past year was intense. First explored were primary elements for research in nursing. Topics included code of federal regulations, human subjects protection, institutional review board, and human research investigation committee rules and approval processes, rules for consent, protection of confidentiality, simple data analysis, and proposal preparation. The fellows completed national human subjects training and certification and were provided an incredible opportunity to complete national ethics training via the Ethical Research Oversight Course certification from Public Responsibility in Medicine and Research. Fellows explored web tools available for NR, EBP, and PI projects. This opportunity provided education on how to complete a peer review for literature, how to differentiate PI from research, and preparing research

abstracts. The fellows also developed a section on SharePoint, the Premier Health intranet, to store and manage resource materials that will contribute to our next Magnet® preparation process.

Besides learning, the fellows were busy creating! They prepared and disseminated the 2019 first Virtual Nursing Research-EBP-PI Poster Walk for nursing which provided contact hours. This project was incredibly complex and provided a comprehensive view of research, EBP, and PI for Premier Health nursing which has been used as a foundation for Versant Resident and student projects.

Many of the fellows applied for and were selected by American Nurses Credentialing Center to review abstracts for the 2019 Magnet National Conference. Additionally, the fellows implemented a Journal Club as part of NKII Council to help translate evidence to practice. They have assisted in evaluation of evidence for policies and procedures throughout the year. A grant was prepared and submitted with help from the Miami Valley Hospital Foundation to obtain research funding for exercise studies in cancer at Miami Valley Hospital South under the direction of fellow Christine Broomhall, MS, BSN, RN, ACSM-CEP, who was honored for her exemplary work and research by Champions of Hope this year.

Finally, writing for publication was explored with fellows consulting on a publication regarding medication-assisted therapy for opioid disorders published in the British Medical Journal. Fellows made their first publication submission in January 2020, which shared evidence evaluated in NKII Council's work on extravasation for translation to practice.

Next year will be very busy with research proposal submissions, presentations at local and regional meetings, publications, and helping staff in appraising evidence and project planning.

Premier Proud!

Research & Quality Projects 2018

Marie Bashaw, DNP, RN

Incivility in the OR

Jerri Braunlin, DNP, APRN

Early Stroke Assessment and Intervention – Community Trial

Christine Broomhall, MS, BSN, RN, ACSM-CEP

Exercise in Cancer

Emily Cone, BSN, RN

Examination of Outcomes of a Community Cancer Exercise Program in Reducing & Maintaining Fall Risk Through Exercise in Oncology Patients

Diane Goettemoeller, MS, APRN-CNS, CCRN; Stacy Powell, BSN, RN; Andrew Williams, BSN, RN

Staff Perceptions of Noise and Patient Outcomes in the Critical Care Environment

Nancy Hampton-Jones, DNP, APRN

Unmet Palliative Care Needs of Patients: Use of Education and a Screening Tool

Alendre McGhee, DNP, APRN-CNP

Evaluating Healthcare Professionals' Knowledge, Beliefs, and Understanding of the Importance of Evidence-Based Depression and Suicide Screening: A Quality Improvement Project

Charlotte Olsten, BSN, RN

Depression Screening in Primary Care: APRN Assessment

Janet Smith, DNP, APRN

Evidence Based Practice Guidelines for Advanced Directives in Primary Care

Tracy Taylor, DNP, RN

Self-Efficacy in New Nurse Leaders

Research & Quality Projects 2019

Christine Broomhall, M. Taschner, A. Crecelius Ph.D.

Use of the Theory of Planned Behavior to Examine Intent of Cancer Rehabilitation Patients to Continue Exercise

Cindy Burke; MSN, RN, CMSRN; Amber Rogers, BSN, RN

Putting the Spark in Orientation: Making Experienced RN Orientation Worthwhile, Meaningful, and Appropriate

Gail M. Crump, DNP, APRN, BC-FNP, CNRN

Stroke Patients Education and Use of Videos, Printed Material, and Verbal Instructions for Education Retention
Latisha Gilmer-Williamson, RN, BSN
Hyperglycemia Quality Improvement Project

Dawn Hipp, MSN/HA, RN

Reducing Heart Failure Readmissions

Deb Matosky, DNP, APRN-FNP

Needs Assessment for an APRN Fellowship

Misty Mitchell, MS, RN, AG-ACNP-BC

Educating Providers for a Change in Practice

Rachel Baker, Ph.D., RN; Patricia O'Malley, Ph.D., APRN-CNS et al., Southwest Ohio Magnet Nurse Researchers Group

Current State of the Nurse Scientist/ Nurse Researcher Role in Magnet Hospitals- A Nationwide Survey

Brittany Watson, BSN, RN, CCRN

Education of Staff in Med-Surg ICU on the Value of Bathing to Improve Compliance with Standard of Care

2018 Premier Health Poster Walk

NKII Council – Nursing Shared Governance

Jessica Slater, BSN, RN, CCRN

Improving Care Process & Outcomes for Sepsis

Patricia O'Malley, Ph.D., APRN-CNS

Nurse-Technology vs. Nurse-Patient Relationship: Implications for Education, Practice, and Nursing's Future

Emilee Bird, MS, APRN, ACNS-BC

Evaluation of a Falls Protection Program on Patient and Staff Outcomes in a Community Hospital Setting Led by an Advance Practice Nurse

Lesly Kelly, Ph.D., RN, (Arizona State University); Cindy Lefton, Ph.D., RN (Barnes Jewish Hospital, St. Louis MO); Patricia O'Malley, Ph.D., APRN-CNS

Effect of Meaningful Recognition on Registered Nurses' Compassion Satisfaction & Compassion Fatigue

Tracy Morrison, MSQA, BSN, RN; Ann Davis, BE, RRT NPS; Amy Clayton, BSN, RNC; Marc Belcastro, DO; Mike Bixler, MD; Ed Spitzmiller, DO; Julie Scanlan, MS, RN; Robin Bliss, RNC;

Donna Fisher, RNC, BSN; Nicole Wilhelm, BSN; Christopher Connelly, MSE, CSLE

Reducing Alarm Fatigue in the NICU

NKII Council Premier Health Nursing Shared Governance 2018

PDSA – A Powerful Tool for Performance Improvement

Jason Wannemacher, DNP, APRN, ACNP-BC, CCRN, CEN, NRP; Dana Tschannen, Ph.D., RN; Kim Biery, DNP, RN, NEA-BC;

Cynthia Arslanian-Engoren, Ph.D., RN, ACNS, BC

Improving Outcomes Post Cardiac Arrest through APRN Led Hypothermia Response Teams

2019 Premier Health - Virtual Poster Walk for Nursing

NKII Council – Nursing Shared Governance

Renate Back, MS, RN

Nursing Research Fellow

*Patient Safety
Time Out - The Evidence*

Greg Sanchez, MS, APRN, ACNC-BC, CWON

Nursing Research Fellow

*Nurse Sensitive Indicator
Pressure Ulcer & IAD Prevention*

NKII Council Premier Health Nursing Shared Governance

*Patient Safety
The Power of an Accurate
Respiratory Rate*

Caitlin Conaway, MSN, RN Nursing Research Fellow

*Self Care
Compassion Fatigue*

Versant Nursing Residents

Chellita Creek, ADN, RN; Kellen Criss, ADN, RN; Cristina Crull, ADN, RNShelby Hadler, ADN, RN; Margaret Hildreth, ADN, RN; Heather Millward, ADN, RN; Whitney Nolte, BSN, RN; Christopher Perkins, ADN, RN; Sherri Vernon, ADN, RN

*PDSA Cycle Performance Improvement
Knowledge and Practices for Respiratory Rate Assessment- Point Prevalence*

Emily Van Culin, BSN, RN, CCRN Nursing Research Fellow Jessica Curran, BSN, RN; Kelly Link, BSN, RN; Melissa Peterangelo, MS, APRN, ACNS-BC, CCRN-K

*Patient Safety/Patient Experience
Reducing Restraint Use in the MICU*

Nursing Research Fellow

Tricia Smith, MS; Anne Creclius, Ph.D. University of Dayton

*Nursing Research, Publishing, Patient Outcomes
Physical and Psychological Effects of a 12-Session
Cancer Rehabilitation Exercise Program*

Christine Broomhall, MS, BSN, RN Nursing Research Fellow

*Patient Safety, Evidence, Journal Club
NKII Council
Rehabilitation in Cancer and Intent to Exercise*

Elaine Bohman, MS, RN-BC, AGCNS-BC Nursing Research Fellow

*Patient Safety, Evidence, Journal Club
NKII Council
Meta-Analysis of Literature- Fall Prevention*

Presentations 2018-2019

Kim Barton, MSN, BSB/A, RN

2018 Versant National Conference
Integration of Versant Leadership into Shared Governance to Improve Communication and Collaboration (Podium Presentation)
November 7-8, 2018, Charlestown, SC

Ramona Bitner, BSN, CRRN, RN-BC; Jennie Spalding, RN, CRRN, CNIS

Dayton Association of Rehabilitation Nurses
Is that a Seizure? (Podium Presentation)
2018 Dayton, Ohio

Cindy Burke, MSN, RN, CMSRN

46th Annual National Conference on Professional Nursing Education and Development - October 3-6, 2019, Cleveland, Ohio
Making Experienced RN Orientation Worthwhile, Meaningful and Appropriate (Podium Presentation)

Christine Broomhall, MS, BSN, RN, ACSM-CES

Shine a Light MVHS
Exercise is Medicine
November 1, 2018, Dayton, Ohio

Christine Broomhall, MS, BSN, RN, ACSM-CES; Megan Taschner; Ann Crecelius, Ph.D.

University of Dayton Stander Symposium
Examination of Intent of Cancer Rehabilitation Patients to Continue Exercise Utilizing the Theory of Planned Behavior
April 24, 2019, Dayton, Ohio

Barbra Brush, MSN, APRN, CNS-C, ONP-C; Matthew W. Lawless, MD; Scott Johnson, PT; Sarah Johnson, MPT

NAON National Congress
Promoting Joint Replacement Patient Compliance in the Financially Driven World of HealthCare Today
May 19-22, 2018, Albuquerque, NM

JoAnn Miller-Watts, BSN, RN, ONC

NAON National Congress
Navigating the Orthopaedic Patient (and team) to Optimal Patient Outcomes: a Networking Opportunity for Nurse Navigators
May 19-22, 2018, Albuquerque, NM

Barbra Brush, MSN, APRN, CNS-C

Experts in Arthritis Program
Arthritis Management
July 17, 2018, Hamilton, Ohio

Maria Cosler, MS, RN

2018 Versant National Conference
Nursing Residency and Patient Safety (Podium Presentation)
November 7-8, 2018, Charlestown, SC

Renea Crawford, MSN, RN-BC;

Pam Phelps, MSN, RN-BC, FACHE;

Bonnie Rieger, MSN, RN-BC

UGM Meeting, *Optimizing Nurse Manager Dashboards: What a Hike!* (Podium Presentation)
August 27-30, 2018, Verona, WI

Melissa Hodges, MS, APRN-CNS

Ohio Hospital Association Quality Summit
Closing the Gap Between Data Abstraction and the Emergency Department: Understanding Decision to Admit Time and Improving Efficiency and Timeliness of Stroke Certification Outcome and Process Measures (Podium Presentation)
June 5, 2018, Columbus, Ohio

Melissa Hodges, MS, APRN-CNS

APP Conference, The Ohio State University Wexner Medical Center
Closing the Gap Between Data Abstraction and the Emergency Department: Understanding Decision to Admit Time and Improving Efficiency and Timeliness of Stroke Certification Outcome and Process Measures (Podium Presentation)
September 10, 2018, Columbus, Ohio

Natasha Luster, MSN, RN, CNOR;

Beth Heyse, MSN, RN

OR Manager Conference
Graduating to the OR: Ensuring Success of the Novice Nurse in Surgery (Podium Presentation)
September 18-20, 2019, New Orleans, LA

Peggy Mark, Ph.D., MBA, BSN, RN

St. Joseph Health Southern California Regional Research and Evidence Based Practice Day
Research-Panel Discussant
September 3, 2019, Los Angeles, CA

Angela Morman APRN-CNS, ACNS-BC

2018 NCDR-ACC National Data Manager Conference
Implementing a PCI Bleeding Risk Reduction Tool (Poster Presentation)
March 7, 2018, Orlando, FL

Tracy Morrison, MSQA, BSN, International Fellow Extracorporeal Life Support Organization (ELSO)

7th Annual Europe ELSO Congress 2018
ELSO Award Session Moderator
May 24, 2018, Prague, Poland

Tracy Morrison, MSQA, BSN, International Fellow Extracorporeal Life Support Organization (ELSO)

29th Annual Extracorporeal Life Support Organization Conference
ELSO Award of Excellence Paper (Podium Presentation)
September 15, 2018, Phoenix, AZ

Tracy Morrison, MSQA, BSN, International Fellow Extracorporeal Life Support Organization (ELSO)

8th Annual Euro-ELSO Congress
ELSO Award of Excellence Paper (Podium Presentation)
April 10, 2019, Barcelona, Spain

(continued)

Presentations 2018-2019 (continued)

Michael Bixler, MD; Tracy Morrison, BSN, MSQA; Amy Clayton, BSN, MSN; Brenda Burkholder, MSN, CNP; Prakruti Jambula, MD; Tammy Samiec, MD; Ed Spitzmiller, DO; Karen Phipps, MSN, CNP; Ann Davis, BS, RRT-NPS; Danielle Boyer, RRT-NPS; Julie Scanlan, MSN; Donna Fisher, BSN; Nicole Stubbs (Family Advisor); Lisa LaRocca (Family Advisor); Kara Ann Waitzman, OTR/L, CNT, NTMTC; Bridgette Rillo, BSN; Katy Sebold, RN.

Annual Quality Congress
Standardizing Neonatal Resuscitation to Improve Outcomes
Chicago, IL

Tracy Morrison, MSQA, BSN, International Fellow Extracorporeal Life Support Organization (ELSO)

30th Annual ELSO Conference
Two Podium Presentations:

1. *How to Maintain Competency and become a Center of Excellence - practical tips*
2. *Ins and Outs of ELSO Registry: How to Do It Well.*
September 12-15, 2019, Austin, Texas

Patricia O'Malley, Ph.D., APRN-CNS

The Heart Institute of Dayton Critical Care Course
From the First to the Last Breath: The Predictive Power of an ACCURATE Respiratory Rate (Podium Presentation)
December 11, 2018, Dayton, Ohio

Patricia O'Malley, Ph.D., APRN-CNS

Dayton STEM School Career Day
How to Keep Technology from Overtaking Your Life on the Journey (Podium Presentation)
October 21, 2019

Patricia O'Malley, Ph.D., APRN-CNS

Community College Faculty Orientation
Premier Health
Animal Assisted Therapy in Healthcare: The Evidence
August 14, 2019

Alison Potts MSN, RN; Sarah Jones, MS, APRN, ACNS-BC, AOCNS; Debbie Hatter, MSN-APRN, FNP-BC, OCN, CTTS; Emily Townsend, MSN, RN, OCN, oncology nurse navigators

The University of Texas MD Anderson Cancer Center and the MD Anderson Cancer Network Symposium
Clinical Program: A Multidisciplinary Approach to Individualized Patient Care and Nursing Excellence: Navigating the Changing Landscape of Oncology Nursing Enhancement of a Navigator Program (Podium Presentation)
October 12-13, 2019, Houston, Texas

Shelly R. Reynolds, MS, APRN, AGCNS-BC

Dayton Chapter of American Association of Critical Care Nurses
Stroke in the Hospitalized Patient (Podium Presentation)
October 18, 2018, Dayton, Ohio

Shelly R. Reynolds, MS, APRN, AGCNS-BC and (Liskay AM, Love TE, Brown D, et al.)

International Stroke Conference
Do Social Determinants of Health Predict Recovery in the First 90 Days After Stroke? (Poster Presentation)
February 6-8, 2019, Honolulu, HI

Jennifer Schueler, MSN, APRN, NRP, CEN

Disaster Preparedness: A Different Perspective from a Hospital -Based Air Medical Team

Covering the Bases: Hot Topics in Emergency Nursing
Ohio State Council of Emergency Room Nurses Association
November 8, 2019, Columbus, Ohio

Tonya Trotter, MSN, APRN, PHCNS-BC
Midwest Nursing Research Conference
Sensitivity and Specificity of Patient Health Questionnaire-9 (PHQ-9) When Screening Stroke Patients for Poststroke Depression (PSD): A Literature Review (Podium Presentation)

April 12-15, 2018, Cleveland, Ohio

Tonya Trotter, MSN, APRN, PHCNS-BC
Sigma Theta Tau 30th International Nursing Congress
Evidence-Based Screening for Post-Stroke Depression (Podium Presentation)
July 25-29, 2019, Calgary, Ontario, Canada

Tonya Trotter, MSN, APRN, PHCNS-BC
Midwest Nursing Research Conference
Career Panel Discussant-Strategies for PhD-DNP Students (Podium Presentation)
April 12-15, 2018, Cleveland, Ohio

Bonnie Rieger, MSN, RN-BC, Ben Southerland, MS, RN, CCRN, EMT-P, Emily Van Culin, BSN, RN, CCRN
XGM Meeting *Evolving Informatics into a Magnet Culture (Podium Presentation)*
August 28-29, 2019, Verona, WI

Publications 2018

Morrison, T., & Fortenberry, J. D. (2018). *Implementing an ECLS program*. In T. V. Brogan, L. Lequier, R. Lorusso, G. Maclaren, & G. Peek (Eds.), *Extracorporeal Life Support: The ELSO Red Book (5th ed.)*. The Extracorporeal Life Support Organization.

Morrison, T., & Heard, M. (2018). **Staffing for the ECMO patient**. In T. Brogan, G. Annich, W. Ellis, B. Haney, M. Heard, & R. Lorusso (Eds.), *ECMO Specialist Training Manual (4th ed.)*. The Extracorporeal Life Support Organization.

O'Malley, P. (2018). *A season of self-destruction-The current suicide epidemic in older adults; evidence to consider before writing the prescription*. *Clinical Nurse Specialist*, 32(6), 290-293.

O'Malley, P. (2018). *Meningococcal disease: Vaccines- Who's at risk and the future?* *Clinical Nurse Specialist*, 32(1), 15-18.

O'Malley, P. (2018). *Pseudouridimycin: Light in the darkness of antimicrobial resistance*. *Clinical Nurse Specialist*, 32(3), 114-115.

O'Malley, P. (2018). *Think kratom is a safe opioid substitute? Think again! History, evidence, and possible future for Mitragyna speciosa*. *Clinical Nurse Specialist*, 32(5), 227-230.

Publications 2019

Kaempf, J. W., Morris, M., Austin, J., Steffen, E., Wang, L., & Dunn, M. (2019). *Sustained quality improvement collaboration and composite morbidity reduction in extremely low gestational age newborns*. *Acta Paediatrica*, 108(12), 2199-2207.

Liskay, A. M., Love, T. E., Brown, D., Buttrick, M., Cox, R. S., Cushler, T., Forrest, C., Fussner, J., Heaton, S., McNett, M., Montgomery, K., O'Brien, A., Reynolds, R., Schrock, J. W., Taylor, B., & Katzan, I. (2019). *Abstract WP486: Do social determinants of health predict recovery in the first 90 days after stroke?* *Stroke*, 50(Suppl_1), AWP486-AWP486.

O'Malley, P. A. (2020. Published online first: 28 August 2019). *Medication assisted therapy (MAT) for opioid use disorder (OUD) in youth improves outcomes and saves lives*. Commentary on: Hadland, S. E., Bagley, S. M., Rodean, J., et al. Receipt of timely addiction treatment and association of early medication treatment with retention in care among youths with opioid use disorder. *JAMA Pediatrics*. 2018; 172(11):1029-1037. Evidence-Based Nursing - *British Medical Journal*, 23(3), 77-77.

O'Malley, P. A. (2019). *More snakebites and less antivenom: Prescribing burdens for venomous envenoming*. *Clinical Nurse Specialist*, 33(6), 261-265.

O'Malley, P. A. (2019). **Pharmaceutical advertising: The cost for fantasy over reality evidence for the prescribing clinical nurse specialist**. *Clinical Nurse Specialist*, 33(4), 159-161.

O'Malley, P. A. (2019). *Sodium-glucose cotransporter 2 inhibitors and Fournier gangrene: A rare and lethal adverse event*. *Clinical Nurse Specialist*, 33(2), 63-65.

O'Malley, P. A. (2019). *Therapeutic and recreational marijuana: Safe practice within the web of politics, science, law, and nursing*. *Clinical Nurse Specialist*, 33(3), 110-113.



Secure Chat Communications Tool Introduction

By Renea Crawford, MSN, RN-BC, clinical informaticist, Premier Health

A new communications tool allows users to send secure text messages to colleagues in real-time. Secure Chat was introduced to Premier Health nurses and physicians due to a large volume of phone calls between physicians and other interdisciplinary team members that resulted in inefficient workflow. This new system allows our nurses to provide excellent, timely, and cost-effective care to our patients.

Premier Health initially rolled out Secure Chat as a means of physician-to-physician communication. It was found to be valuable and expanded to include nursing and other disciplines. This expansion allowed one-way communication from clinician-to-provider for notification of non-urgent matters. Secure Chat offers our team patient information, including the patient's chart attachment. This feature provides the recipient with a direct link to review any needed information or to place new orders.

Some end-users stated they love utilizing Secure Chat for communication because they can send pertinent information to providers without leaving the patient's bedside.

Secure Chat gives our team more freedom to focus on the patient. One nurse, who works in a unit that sends patient condition updates frequently, stated, "I feel like I get time back in my day. I like to use Secure Chat when we have discharge huddle. It allows me to message the provider right away and get the discharge process moving."

Currently, only physicians have access to use Secure Chat on their mobile devices. Nurses and other disciplines access Secure Chat using Epic Hyperspace. Future plans include purchasing handheld devices that can be utilized to send these secure two-way messages.



Healthwise as a Single Patient Education Platform

Bu Jodi Snyder, BSN, RN, patient and family education program manager

After much research, the Premier Education Advisory Committee, bedside staff, and other stakeholders made the decision to switch our primary education platform to Healthwise in September 2019. Healthwise allowed the system to meet our strategic needs and optimize patient education and experience for better outcomes.

The switch to Healthwise allows us to consistently offer aligned patient education across our patient's continuum of care, including in-hospital setting, MyChart patient portal, Fidelity Health Care, outpatient, physician offices, and community-facing platforms.

The Premier Education team recognized that multiple teaching modalities are essential to meet the diverse patient population education demands. We offer education through health sheets and booklets as our primary tool to teach patients. We also provide video education and ongoing resources to enable our patients to learn more about their care.

We have access to more than 3,700 evidence based Healthwise Patient Instructions sheets that help educate our patients on their diagnoses, tests, procedures, and medicines. Patient instructions are one to three pages in length, written at a middle school reading level, and available in English and Spanish. Access to the Healthwise Knowledgebase for our community-facing marketing website includes interactive decision point documents that provide step-by-step aid in making decisions, help with understanding patient medical choices, expressing preferences, and making a decision that is right for each patient on a variety of health decisions.

We offer consistent, evidence-based video education for patients to view on Sonifi, our TV interactive system in the hospital setting, as well as video viewing instructions that could be assigned to our patients to view at home or through their MyChart patient portal, and community facing documents/website.

We also can add our own custom documents created by Premier Health staff.

Not only did the consideration of our patients' needs play a role in this decision but also for our caregiver workflow.

We have multiple access points for any of our caregivers to assign education. Soon, we plan to add an easy connection to nursing and multidisciplinary bedside caregiver workflow in EPIC that will help with care planning and assigning standardized patient education.

National Recognition

Premier Health System Awards



System Magnet Designation
Premier Health is one of only 20 health care systems in the U.S. — and only the second in Ohio — to receive professional nursing’s highest honor.

Blue Distinction® Center+ for Maternity Care
Anthem Blue Cross and Blue Shield recognized all Premier Health maternity centers with this designation as part of the Blue Distinction Specialty Care program.

Atrium Medical Center

U.S. News & World Report - Atrium Medical Center’s Heart Care Recognized (2019)



U.S. News & World Report has recognized Atrium Medical Center as a high-performing hospital in the treatment of congestive heart failure



HEALTHGRADES AMERICA’S 250 BEST HOSPITALS AWARD

for five years in a row (2015-2019)

HEALTHGRADES DISTINGUISHED HOSPITAL AWARD - CLINICAL EXCELLENCE™ for Four Years in a Row (2015-2018)

Cardiac

- Five-Star Recipient for Treatment of Heart Failure for Five Years in a Row (2014-2018)

- Five-Star Recipient for Treatment of Heart Attack for three years in a row (2017-2019)

Pulmonary

- Five-Star Recipient for Treatment of Pneumonia for six years in a row (2014-2019)

Gastrointestinal

- Five-Star Recipient for Esophageal/ Stomach Surgeries (2015-2016, 2018)

Critical Care

- One of Healthgrades America’s 100 Best Hospitals for Critical Care™ for Four Years in a Row (2015-2018)
- Recipient of the Healthgrades Critical Care Excellence Award™ for six years in a row (2014-2016)
- Ranked Among the Top 10 Percent in the Nation for Critical Care for six years in a row (2014-2019)
- Five-Star Recipient for Treatment of Sepsis for six years in a row (2014-2019)
- Five-Star Recipient for Treatment of Pulmonary Embolism for Four Years in a Row (2015-2018)
- Five-Star Recipient for Treatment of Respiratory Failure for fourteen years in a row (2006-2019)

Patient Safety

- Recipient of the Healthgrades Patient Safety Excellence Award™ for five years in a row (2015-2019)
- Named Among the Top 5 Percent in the Nation for Patient Safety for five years in a row (2015-2019)
- Named Among the Top 10 Percent in the Nation for Patient Safety for five years in a row (2015-2019)
- **Bronze standard Level 3 Geriatric Emergency Department Accreditation**
Atrium is the first hospital in the Cincinnati area and one of only five hospitals in Ohio to achieve a GEDA honor.
- **Leapfrog Hospital Safety Grade**
Atrium Medical Center was one of 750 awarded an ‘A’ for its efforts in protecting patients from harm and meeting the highest safety standards in the U.S.
- **Atrium Medical Center Finalist For “Best Place to Have a Baby”**
Atrium Medical Center has been recognized as a “Best Place to Have a Baby” finalist by Cincinnati Family Magazine’s Best of Parenting 2019 Awards.

Miami Valley Hospital (All Campuses)

U.S. News & World Report



Miami Valley Hospital was ranked by U.S. News and World Report as the **TOP**

HOSPITAL IN THE DAYTON metropolitan area in 2018 and 2019. The hospital ranked 6th among Ohio’s hospitals.



urology care.

U.S. NEWS & WORLD REPORT NATIONALLY RANKED MVH UROLOGY

Among all hospitals nationwide in 2019, Miami Valley Hospital was ranked 47th in the nation for



AMERICA’S 250 BEST HOSPITALS (2014-2019)

AMERICA’S 100 BEST HOSPITALS AWARD™ (2016-2019)

Recognized by Healthgrades among top 2 percent of hospitals in the nation in the following specialties:

- **Cardiac Care** for five years in a row (2014-2019)
- **Prostate Surgeries** (2019)

- **Critical Care** for eight years in a row (2012-2019)
- **Stroke Care** for five years in a row (2015-2019)
- **Joint Replacement** (2019)
- **Gastrointestinal Care** for three years in a row (2016-2018)
- **Pulmonary Care** for four years in a row (2015-2018)

DISTINGUISHED HOSPITAL AWARD - CLINICAL EXCELLENCE™

The hospital's outstanding quality performance earned it Healthgrades' Distinguished Hospital Award for Clinical Excellence™ (2007-2012, 2016-2018).

Miami Valley Hospital achieved top 5 percent in the nation for the following specialties:

- **Critical Care** for eleven years in a row (2009-2019)
- **Cranial Neurosurgery** for three years in a row (2017-2019)
- **Stroke Treatment** for five years in a row (2015-2019)
- **Prostate Surgery** (2019)
- **Joint Replacement** (2019)

HEALTHGRADES EXCELLENCE AWARD™ BY SPECIALTY

Miami Valley Hospital achieved top 10 percent in the nation by providing consistent high-quality care in the following specialties:

- **Critical Care** for eleven years in a row (2009-2019)
- **Prostate Surgeries** (2019)
- **Joint Replacement** for two years in a row (2018-2019)

- **Overall Cardiac Services** for six years in a row (2014-2019)
- **Neurosciences** for five years in a row (2015-2019)
- **Cranial Neurosurgery** for five years in a row (2015-2019)
- **Stroke Treatment** for five years in a row (2015-2019)
- **Overall Pulmonary Services** for eleven years in a row (2009-2019)

HEALTHGRADES FIVE-STAR RATINGS

Cardiology and Vascular Services

- Treatment of Heart Failure for thirteen years in a row (2007-2019)
- Valve Surgery for ten years in a row (2010-2019)

Orthopedics

- Total Knee Replacement for two years in a row (2018-2019)
- Total Hip Replacement for three years in a row (2017-2019)

Critical Care

- Treatment of Respiratory Failure for sixteen years in a row (2004-2019)
- Treatment of Sepsis for fourteen years in a row (2006-2019)
- Diabetic Emergencies (2019)

Pulmonary Care

- Treatment of Pneumonia for thirteen years in a row (2007-2019)

Neurosciences

- Cranial Neurosurgery for five years in a row (2015-2019)
- Treatment of Stroke for six years in a row (2014-2019)

Gastrointestinal

- Esophageal/Stomach Surgeries for four years in a row (2016-2019)
- Treatment of GI Bleed for four years in a row (2008-2013; 2015-2018)

Prostate Surgery

- Prostate Removal Surgery (2019)

Other

Becker's Healthcare Miami Valley Hospital Named One of "100 Great Hospitals in America" (2018)

Miami Valley Hospital One of "**Watson Health 100 Top Hospitals**"

IBM Watson Health evaluated more than 2,700 U.S. hospitals as part of the study.

Get With the Guidelines® - Stroke Gold Plus Award and Target: Stroke Honor Roll - Elite Plus (2018) Recognizes commitment and success in implementing a higher standard of stroke care by standards and recommendations set by the American Heart Association and American Stroke Association

BEACON AWARD FOR EXCELLENCE

The American Association of Critical-Care Nurses recognized the Heart and Vascular Intensive Care Unit with a third consecutive silver Beacon Award for Excellence.

AMERICAN COLLEGE OF RADIOLOGY BREAST IMAGING CENTER OF EXCELLENCE (2014-2019)

Awarded to breast imaging centers that achieve excellence by seeking and earning accreditation in all of the ACR's voluntary breast-imaging accreditation programs and modules

Upper Valley Medical Center

U.S. News & World Report



Upper Valley Medical Center received "HIGH PERFORMING" designation from U.S. News & World Reports for COPD.

Get With The Guidelines Stroke Gold Plus Quality Achievement Award and Target: Stroke Honor Roll

This award recognizes Upper Valley Medical Center's commitment and success in implementing a higher standard of stroke care by ensuring that stroke patients receive treatment according to nationally accepted standards and recommendations set by the American Heart Association and American Stroke Association.



HEALTHGRADES PATIENT SAFETY EXCELLENCE AWARD

Upper Valley Medical Center earned Healthgrades Patient Safety Excellence Award™ for three consecutive years (2017-2019).

HEALTHGRADES FIVE STAR RANKINGS

- **Treatment of Pneumonia** (2018)
- **Treatment of Heart Failure** (2015-2017)
- **Treatment of Sepsis** (2016-2018)
- **Treatment of Stroke** (2017)
- **Treatment of Heart Attack** (2019)
- **Esophageal/Stomach Surgeries** (2019)

Miami County Reader's Choice – Best Medical Facility

Fidelity Home Care

CMS Home Health Compare 5-Star rating



Our Care Lives Here

Atrium Medical Center

One Medical Center Dr.
Middletown, Ohio 45005
(513) 424-2111

Fidelity Health Care

3170 Kettering Boulevard
Dayton, Ohio 45439
(937) 208-6400

Miami Valley Hospital

One Wyoming St.
Dayton, Ohio 45409
(937) 208-8000

Miami Valley Hospital North

9000 North Main Street
Englewood, Ohio 45415
(937) 734-6784

Miami Valley Hospital South

2400 Miami Valley Dr.
Centerville, Ohio 45459
(937) 438-2400

Premier Health Center

110 North Main Street
Dayton, Ohio 45402
(937) 499-7364

Premier Physician Network

110 North Main Street
Suite 350
Dayton, Ohio 45402
(800) 555-5285

Upper Valley Medical Center

3130 N. County Rd. 25A
Troy, Ohio 45373
(937) 440-4000



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Premier Health Mission Statement

To build healthier communities with others who share our commitment to provide high-quality, cost-competitive health care services.