

UPMC
Nursing

Pathways to Excellence

Message from the Chief Nurse Executive



It seems fitting since we recently celebrated National Nurses Week and Hospital Week, to recognize the accomplishment of UPMC Shadyside as they join UPMC St. Margaret in becoming our second Magnet® accredited hospital. On March 16, Gail A. Wolf, RN, DNS, FAAN, chair of the American Nurses Credentialing

Center's (ANCC) Commission on Magnet (and a prior CNO at UPMC Shadyside) announced the wonderful news in the midst of a full auditorium of UPMC Shadyside staff, executives, and supporters.

The focus of the Magnet journey is to recognize hospitals, and particularly the staffs, who have achieved excellence in innovative nursing practice, cultivated shared governance, provided professional development for nursing staff, delivered outstanding patient care outcomes, and fostered evidence based practice.

As UPMC's chief nurse executive, I am fortunate to see and hear examples of "magnet moments" and nursing exemplars everyday across our system, in all of our hospitals and entities. My vision for UPMC is to further cultivate our exemplary professional practice across the organization, driven by these essential Magnet elements. What nurse does not want to work in an engaging environment that thrives on autonomous practice and yields such rewarding personal and professional outcomes?

Whether accredited as a Magnet designated hospital, on the journey to Magnet, or most importantly, surrounded by these pillars of nursing excellence in your own work environment, we should strive to impact patient care and our professional practice every day using these guiding principles of Magnet.

Please join me in continuing to promote the concepts of Magnet at UPMC, as well as congratulating UPMC Shadyside in their outstanding achievement. This issue of Pathways to Excellence will highlight and honor UPMC Shadyside's journey.

Holly Lorenz, RN, MSN
UPMC Chief Nurse Executive

UPMC Shadyside's Journey to Magnet® Status

I can recall my first days at UPMC Shadyside. I was impressed with the spirit of innovation that surrounded the campus. Today, that same spirit of innovation is lauded by the Magnet commission as UPMC Shadyside was granted Magnet Recognition®. It rang through our halls on March 16 as we received word that UPMC Shadyside had received Magnet status.

The work of achieving Magnet status was truly a journey.

While the journey has been in the works for some time, our more focused work took shape shortly after I arrived at UPMC Shadyside. Magnet Recognition is not about bricks and mortar. It is about the staff. It is about culture. It is about leadership. Knowing this caused me to take a critical look at our shared governance structure. The model in place at the time was top down and lacked staff engagement. Staff participated, but did not drive. A steering committee was formed and a new model created and implemented. Today, we call that model shared leadership. We say that because I believe that nurses are leaders at every level in the organization. Our councils are staff-nurse lead; their work is staff-nurse driven. Our model is also interdisciplinary. We have staff from almost every clinical department in the organization participating. It has done much to promote relationships and to drive successful outcomes. The councils celebrate their success through our "all council" annual event where their work over the previous 12 months is featured. Our councils demonstrate a level of staff engagement that permeates our entire organization.

This engagement was palpable during our site visit. I can honestly say the days during the site visit were the most rewarding of my career. They were definitely different from any survey I had ever experienced during my 25 years as a nurse. I was so used to knowing every detail and being a very large part of surveys in the past. I knew the first time I spoke with our Magnet team leader that this

continued >>

what's inside:

Councils Support Magnet
Page 2

Magnet Moment
Page 3

Take a Healthy Step
Page 5

UPMC Nursing Vision

UPMC Nursing will create the best patient experience, nationally and internationally through the selection, development, retention, and reward of the highest-performing nurses, while creating systems and programs that create consistency and excellence in patient care.

would be different. He said two things to me early in the conversation; “Do not plan to be a part of the staff sessions and do not anticipate feedback from the survey team.” The survey was conducted to verify, clarify, and amplify what we had written in our documents. The team was here to objectively complete the task at hand. They made it clear that they were not the decision makers, only the gatherers of information. Nevertheless, I knew if the survey team saw what I saw during that week, Magnet status was clearly in our future.

Preparing the documents, the step in the journey prior to site visit, was a long and arduous task. A team of staff was given the challenge of collecting and articulating in writing that UPMC Shadyside demonstrated all 84 sources of evidence around the tenets of Magnet. These tenets are: transformational leadership, exemplary professional practice, new knowledge and innovation, and structural empowerment. We had done this and had been successful. The documents went to the Magnet Commission on October 1. I anticipated some information from the Commission within eight weeks. I will never forget the day in mid-November, I had just gotten in my car from attending a meeting at the U.S. Steel Tower downtown. I opened my e-mail on my BlackBerry and there it was, a note from the Magnet Commission. I read the message three times before really believing what it said. The documents were

accepted without a request for clarifying documentation. We were receiving a site visit. Magnet Recognition was one step closer.

The achievement of Magnet status began as a journey. It isn't an award. It speaks to a culture; a culture of collaborative practice and nursing excellence. Today, I think of what is ahead and know the journey has just begun. Holding our formal celebration during Hospital Week and receiving the Magnet obelisk from Gail Wolf, DSN, was a stop along the way. We are now one of six percent of the hospitals in the country or one of 370 hospitals that can tout this status. While success is ours, our future success has yet to be built. We continue our quest for excellence and exemplary professional practice. I am proud to be a UPMC Shadyside nurse and of our achievements, yet prouder of what we have yet to achieve, for I know the spirit of innovation and our passion will drive us to new heights. Receiving Magnet status is not a destination, but an ongoing path of excellence. We invite you to join us and UPMC St. Margaret on a path built on transformational leadership, new knowledge and innovation, structural empowerment, and exemplary professional practice.

Sandy Rader, CNO, UPMC Shadyside

Shared Leadership Councils Support Magnet

“UPMC Shadyside earns Magnet® recognition,” when I saw those words in print for the first time, the announcement from Dr. Gail Wolf became real to me. All of the hard work, all of the stories submitted by staff to support documentation, and all the years we have worked together at UPMC Shadyside to cultivate a culture which exemplifies a Magnet environment had been acknowledged. Being granted Magnet recognition is about the care delivered to our patients. When asked by staff, “What’s Magnet going to do for me,” I tell them, “It is the national recognition of the superior care we deliver to our patients here at UPMC Shadyside.”

Magnet status is one of the highest nursing achievements a hospital can earn. This national award, which has been granted to only six percent of hospitals in the United States, involves a rigorous review and evaluation process. Our journey started many years before the application or intent to submit was delivered to the American Nurses Credentialing Center (ANCC). From 2006 until our site visit in January of 2010, our nursing leadership team at UPMC Shadyside continually sought ways to improve the work environment within the organization. As we prepared to seek Magnet Recognition, the nursing executive team saw the opportunity to strengthen the existing nurse committees and councils. Instituting

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Magnet Award Presentation at UPMC Shadyside

Pictured from left to right:

Top row: Shelley Watters, DNP, RN-C; Susan Killmeyer, MSN, RN; Victoria Zombek, BSN, RN

Middle row: Linda Kmetz, PhD, RN; Amy McLaughlin, MSN, RN; Lisa Donahue, DNP, RN; Denise Verosky, MSN

Front row: Trish George, MSOL, BSN, RN; Barb King, BSN, RN; Sandy Rader, DNP, MSA, RN, NEA-BC, CNO and VP of Patient Care Services; Leeanna McKibben, MSN, RN

a strengthened shared leadership model to support this journey to promote a culture of nursing excellence was one of the first tangible items on the agenda.

We were fortunate to have the foundational framework of the Transformational Model for Professional Practice embedded in the organization. Our task would be to build on this existing model to create the next generation in order to support professional practice within the ever changing health care environment. A Nursing National Data Nursing Quality Indicators (NDNQI®) survey was completed at UPMC Shadyside in June of 2007. Of the ten NDNQI® adapted indices of work satisfaction items, two of our responses, while within the moderately satisfied range, were on the lower end of the scale in comparison with 215 Magnet® facilities. The first was the need for opportunities for nursing practice to become more autonomous. The second was the need for nurses to be more involved in decision making. The survey results showed nurses wanting more of a voice in decisions being made and in pursuing Magnet status we would need to demonstrate evidence of active councils.

Transforming to a shared leadership model requires planning, transparency, and ongoing communication. All during planning there were voices that practiced collaboratively with nursing, making sure the model was not nurse-centric. Nurses cannot work in silos. The work of everyone involved in the care of the patient is important. Clinical disciplines such as nursing, respiratory, pharmacy, and dietary services participate as representatives on the shared leadership councils because they have responsibilities that require standardization and communication throughout the hospital. The excitement and energy in the work environment is confirmation that the model is an empowerment initiative that will continue to succeed as it matures. When the Magnet surveyors were on-site, they commented on the fact that when they met with the council representatives they could feel the enthusiasm and energy that brought our model to life and supported the tenets of Magnetism. I believe that this change has redefined and rejuvenated nursing practice within our organization. Becoming a Magnet recognized hospital is evidence of this belief.

Sbelley Watters, RN, DNP

Magnet® Moments

Receiving Magnet Recognition® requires hard work, commitment, innovation, and a passion for patient care by an organization. The stories below reflect what some employees at UPMC Shadyside were experiencing while on the journey to Magnet:

In October 2009, our Magnet® documents were submitted. The writing team had worked diligently to illustrate, through words,

the methodology and compassion that drives our nursing practice. These documents were a testimony to the safe, quality care we provide to our patients and their families. This was a very exciting time for our hospital. Receiving Magnet Recognition not only depicts the quality of care we provide as nurses but also the collaborative practice among the health care team.

In late November 2009, we were notified that our documents had been reviewed and were eligible for a Magnet survey. The leadership team was given two sets of dates from which to choose. Fortunately, we chose the week of Jan. 4, otherwise the survey would have occurred during the great snow storm of 2010. The chairs of the Shared Leadership Councils were asked to serve as escorts for the Magnet surveyors. I was both honored and anxious. The surveyors arrived and were ready to go bright and early Monday morning, Jan. 4. I met the three surveyors in the lobby of the Marriot as scheduled and escorted them to the front lobby of our hospital where they were heartily greeted by the leadership team and the escorts. Two escorts were paired with each surveyor. I was paired with Carol Merck-Papp, Professional Practice co-chairwoman and we escorted the lead surveyor, Jim, to his designated areas. Listening and watching the staff and the surveyors was something I will never forget. The entire health care team beamed with pride and enthusiasm as they spoke of UPMC Shadyside and the quality of care we deliver. There were many meetings with both the health care team and members of the community. Each meeting authenticated our Magnet documents in relation to the five components of Magnetism:

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Innovation and Improvement
- Empirical Outcomes

Both the health care team and the members of the community spoke often of our expertise in delivering quality care and that the sense of family is evident throughout UPMC Shadyside. Nursing truly is both an art and a science. The end of the week came fast but waiting for the decision took forever. On March 16, the decision was announced by Gail Wolf, DSN. It was a unanimous vote from the Magnet panel; UPMC Shadyside is without a doubt a Magnet recognized hospital. I am proud to be a nurse at UPMC Shadyside providing quality and safe care to patients and their families. We are Magnet.

Jill Kelley, RN, BSN

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I've always associated the word "pride" with my family (my children specifically), and of course, Penn State. I was privileged to be directly involved with the Magnet status® survey at UPMC Shadyside. Having worked here for the past 12 years, I've always known this is an exceptional facility. Escorting the surveyors to various units throughout the hospital provided me the opportunity to listen, see, and feel the pride throughout UPMC Shadyside. I felt tremendous pride hearing a young nurse in the ICU explain the great strides taken to decrease skin breakdown and infection, and increase patient satisfaction. The excitement in her voice was exhilarating. While no individual wanted to steal the show, everyone throughout the hospital was so anxious to talk about the excellent care provided to their patients every day. We all felt that "there's just not enough time." Our leadership at UPMC Shadyside lends itself to the growth of individual nurses to exemplify the true meaning of Magnet status. I have now added another category associated to the word "pride," my UPMC Shadyside family, what a wonderful family it is.

Carol Merck-Papp, RN

When I started my employment at UPMC Shadyside in November 1996, I was excited about my nursing career. I was intrigued by the culture of the hospital and the endless opportunities available to nurses. Here I was, a new registered nurse, entering the job market in a big city hospital. I was amazed at the small town feel of the hospital. I quickly felt comfortable in my new home. Colleagues took me under their wings, interactions with the doctors were pleasant, and the ancillary departments worked well together. Challenging the norm was accepted and striving for better outcomes was an expectation. I just knew this is where I belonged. I never expected almost 14 years later I would still be challenged in the same environment. For me, it is important to have both "roots and wings"... UPMC Shadyside has provided me with the framework to stay grounded with just enough room for growth at the most opportune times. When I was asked to assist with escorting surveyors during our recent Magnet survey, I was elated. Pride is something one witnesses everyday here. The survey was no different. It was exciting to visit the various units and see the staff gleaming with joy of the high standard of care that they deliver each day. However, this survey was different than other surveys in the past. We were showcasing our everyday work, work that makes a difference in patients' lives daily. Our job, our career, and our personal and organization's journey were the center of all the attention. Nurses have always been the forefront of care here; this was just one avenue to recognize what has always been. Rounding with the Magnet team was one of the most fulfilling experiences of my nursing career. From unit to unit, the message was the same, "I am proud to be a nurse." Our focus on patient outcomes and utilizing innovation was a constant theme. The Magnet journey was rewarding. The seeds were planted and we are enjoying the

fruits of our hard work and constant endeavor to excel. While there was celebration and jubilation for achieving such a prestigious recognition, nurses remain humble, performing their duties that they so greatly enjoy.

Beth Bennethum, RN

I work in UPMC Shadyside OR and I was one of the Magnet Recognition® champions who were asked to be an escort during the Magnet site visit. During this week I met other staff nurses, nurse managers, advanced practice nurses, administrative specialists, and many more UPMC Shadyside employees. All were dedicated to the common goal of receiving Magnet status and most of them I have met over the past four years while attending monthly Magnet status meetings. I expected these employees to be dedicated in receiving Magnet Recognition. What impressed me the most was the open session. Staff (nurses and non-nurses) came to this open forum. It didn't matter where they came from because they all came to talk about the excellent care that they give to the patients and their families who come to our hospital. They told story after story of what they did and how proud they were to be working at UPMC Shadyside and the teamwork they felt was shared across the campus. It was nonscripted, and I realized that the staff was describing how they gave patient-centered care.

Jane Stull, RN

I didn't expect to find myself at UPMC Shadyside a few weeks shy of my son's five-week birthday, but as I stepped into the familiar corridors that are our second home, I felt a complete sense of ease juxtaposed with anticipation and excitement. Years of writing and preparation culminated into this one moment in time, this special week for UPMC Shadyside nurses. As the EBP council chair, I have had the great honor of meeting not only nurses from varied disciplines, but of ancillary staff that make great patient care the mainstay of this institution. Still, working with champion staff during four-hour council meetings cannot showcase in the slightest the amazing talent of our staff, the compassion of their care, the pride in which they work and the team spirit that emanates from completion of the simplest to most complex tasks. It was with great pride that I guided the Magnet Recognition® appraisers throughout the hospital. Not yet receiving Magnet status did not negate the fact that we were and are such a facility. I am proud to work as a nurse at UPMC Shadyside and share that pride with my coworkers. The icy January temperatures outside and snow falls that made the winter of 2010 one of the snowiest in Pittsburgh history contrasted completely to the genuine warmth of UPMC Shadyside, a warmth that exists in large part from the nursing care that is at the heart of what we do and who we are.

Rachel Nechyba, RN

Nurses Week

Thank you for making 2010 the Nurses Week Conference a great success. See presentations and awards on the Nursing Infonet page: <http://nursing.infonet.upmc.com/NurseWeek10.html>



UPMC Nurses Week Conference 2010

did you know?

With the Introduction of ePerformance in Fiscal Year 2010...

performance-level descriptions will replace the current number ratings to evaluate the goals and objectives, job responsibilities, and systemwide competencies/behaviors for your review. This will allow managers and employees to focus discussions on the actual performance itself, rather than the numbers or mathematics associated with performance ratings. There will be five performance ratings used to describe performance:

- deficient, poor performer
- marginal performer
- solid/strong/good performer
- superior performer
- top performer (role model)

This language will be incorporated into the My Nursing Career job descriptions. For example, the professional staff nurse will need to achieve a solid/strong/good performance rating to be promoted to a senior professional staff nurse.

For more information about the new ePerformance evaluations go to <http://managers.infonet.upmc.com/PerfMgmt.htm>

A new development in My Nursing Career is that promotions from professional staff nurse to senior professional staff nurse no longer result in a change in performance review date. Nurses who are promoted will stay on track for annual merit increases. Moving from senior professional staff nurses to professional staff nurses also will not result in a change in your performance review date.

Take a Healthy Step: A Case Study of Success

Each year, UPMC employees are encouraged to Take a Healthy Step, to not only earn their deductible credit but also to incorporate small steps into their life to improve their health and overall wellness. Has it worked? As the nation continues to struggle with obesity and chronic health issues, how has UPMC fared?

Since its inception in 2004, the MyHealth program has encouraged participants to engage in activities with the ultimate goal of increasing positive lifestyle behaviors. The Take a Healthy Step feature of the MyHealth program was launched in 2008 to further the MyHealth mission by enticing employees to be more proactive in the management of their personal health. These steps include preventive screenings, tobacco cessation, monitoring and increasing physical activity, and reviewing personal medical history.

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UPMC has seen positive trends in many lifestyle choices.

Data compiled from the MyHealth questionnaire between 2007 and 2009 show the following:

- Smoking has decreased from 14.1 to 12.7 percent.
- Total physical inactivity has decreased from 11.2 to 8.6 percent.
- Stress risk decreased from 23.1 to 22.8 percent.
- Nutrition risk decreased from 91.6 to 89.8 percent.

Last year's Take a Healthy Step campaign saw the highest overall participation rate with 93 percent, despite the fact that participation requirements were more stringent. An amazing 114,807 healthy steps were taken by 33,356 employees, a 156 percent increase over the previous year.

Why is Take a Healthy Step successful?

- Every employee, regardless of health status, can enjoy the satisfaction of taking steps toward a healthier life.
- The MyHealth deductible credit and reward drawings held throughout the initiative are meaningful.
- The website is not only comprehensive, providing information on the entire MyHealth suite of services, but it also allows participants to view personalized information to see how they can make positive health decisions specific to their lifestyle.
- With more than 200 healthy step options available, there is enough variety to fit the needs of all participants.

As Take a Healthy Step 2011 begins, now is the perfect time to consider how you can positively impact your health by taking just a few healthy steps. Simply log-on to My HUB, click on the Human Resources tab, then select MyHealth/MyFlex Advantage under My Benefits to see all of the healthy step options available.

**did you know?****If You Are Unable To Attend the System Nursing Grand Rounds...**

they are available to view* on uLearn. Listen to the presentation and the speaker will verbally give you the code needed to take the quiz to obtain your CE. See the Nursing Infonet site for more information: <http://nursing.infonet.upmc.com/GrandRounds.htm>

You are encouraged to view the May 6, 2010 presentation, "Patient Safety and Communication: Managing Difficult Situations Involving Patients and Visitors," by Chatón T. Turner, Esq., assistant counsel, UPMC CorporateLegal. There will not be a System Nursing Grand Rounds presentation in June 2010. The next one is scheduled for July 1, 2010 at noon in the Biomedical Science Tower Auditorium at UPMC Presbyterian. Hope to see you there.

*Viewing/participating in Nursing Grand Rounds from home is completely voluntary and will not be paid work hours.

I SPY: Recognizing Nursing Colleagues Across UPMC

Children's Hospital of Pittsburgh of UPMC

Michelle Capan, MSN, RN, CPN, **Crystal Hatfield**, MSN, RN, CPN, and **Kathleen Schenkel**, MSN, RN, became instructors in the Emergency Nurse Provider Course.

Pam DeGeorge, RN, earned her MSN from Indiana University of Pennsylvania.

Adrienne Farley and **Darcie Opalko** were awarded first place in the Clinical Excellence category for their poster presentation at the Association of periOperative Registered Nurses conference in Denver in March. Their poster was titled "Streamlining Surgical Flow while Decreasing Patient Waiting Times."

Kimi Kobal, RN, BSN, **Jessica Nicholson**, RN, BSN, **Matt Wadell**, RN, and **Rebecca Wilson**, RN, BSN, earned the Certified Pediatric Nurse certification.

Amy Lukanski, RN, MSN, CPN, was selected as a recipient of the Pediatric Nursing Certification Board's Certified Pediatric Nurse Advocate Award.

Sheila Vasbinder, RN, BSN, was named president-elect for the Southwestern Chapter of the Pennsylvania Association of Occupational Health Nurses.

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Jane Anne Yaworski, MSN, RN, was the nurse associate editor for an A.S.P.E.N. publication titled The American Society of Parenteral and Enteral Nutrition Pediatric Nutrition Support Core Curriculum.

Magee-Womens Hospital of UPMC

Dawn Angiulli, RN, is graduating from Waynesburg University with her MSN.

Linda Dudas, RNC, MSN, passed her Clinical Nurse Leader exam.

Regina Krejdovsky, RN, received her BSN from California University.

Vivian Petticord, RNC, MSN passed her Clinical Nurse Leader exam.

UPMC McKeesport was awarded the Silver Award for Stroke Care from the American Heart Association and the American Stroke Association.

UPMC Presbyterian

Denise Petras, DNP, MA, RN, has been appointed director, Organizational Development and Nursing Education and Research.

M. Michele Tzanakis, RN, MSN, MBA, CCRN-CMC, earned her MBA and MSN from Waynesburg University.

UPMC St. Margaret

Karen Kasely, BSN, RN, CMSRN, presented the poster “Improving IV Documentation: An Evidence-Based Journey” for Nu Sigma Chapter Sigma Theta Tau International at Waynesburg University.

Janine Sharer, MSN, RN, participated in the NCLEX PN/RN Item Review Panel.

UPMC Shadyside

Darla Annonio, MSN, RN, **Julia Graham**, M.Ed, RN, CMSRN, and **Rebecca Ross**, MSN, RN, CMSRN, authored “Acuity Adaptable Unit for Urologic Services” in the Journal of Urologic Nursing.

Cheryl Carr, DNP, RN, CEN, and **Deborah Struth**, MSN, RN, presented “Clinical Opportunities: Finding the Time to Incorporate QSEN Competencies” at the 2010 QSEN National Forum.

Theresa Brown, BSN, RN, PhD, authored *Critical Care: A New Nurse Faces Death, Life, and Everything in Between* which will be published by Harper Studio.

Beth Augustine, BSN, RN, presented “Implementation of Electronic Solutions to Decrease Catheter Associated Urinary Tract Infections (CA-UTI)” at UPMC Presbyterian Shadyside at the 20th Annual Summer Institute in Nursing Informatics.

DAISY Award Recipients

The DAISY Award for Extraordinary Nurses recognizes the “super-human work nurses do every day.” DAISY nominees exemplify the kind of nurse that the patients and families, as well as the entire health care team recognize as an outstanding role model. Congratulations to these DAISY recipients:

Children’s Hospital of Pittsburgh of UPMC

Cecelia Milfeit

Wendi Risacher

Mary Zirpoli

UPMC McKeesport

Valerie Bradley, LPN

UPMC St. Margaret

Maureen Cecil, RN

Pamela Jaecke, RN, CMSRN

Karen Weimer, FNP-BC, MSN, RN

Welcome to the National and Local Summer Student Nurse Interns

This summer, 109 student nurse interns will be working at UPMC and learning what it takes to become a professional nurse.

Please extend them a warm welcome.

Continuous Learning

- Aiken L., & Havens, D. (2009) Shaping Systems to Promote Desired Outcomes: Magnet Hospital Model.
- Aiken, L, Scott, J., & Sochalski, J. (1999) "Review of Magnet Hospitals Research: Findings and Implications for Professional Nursing Practice." Journal of Nursing Administration.
- ANCC Magnet Recognition Program® - <http://www.nursecredentialing.org/Magnet.aspx>

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