

**UPMC**  
*Nursing*

# Student Nurse Pathways



## Message from the Chief Nurse Executive

UPMC Nursing’s mission is to 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. The ANCC’s Magnet Model is utilized as a road map to accomplish our mission. Research supports that hospitals with Magnet designation, or those who embrace and foster Magnet environments, achieve the following outcomes: higher patient satisfaction, lower patient morbidity and mortality rate, lower staff turnover, and higher staff satisfaction. These mirror expected outcomes for UPMC Nursing at every level and location across the system.

UPMC Nursing has more than 11,000 nurses in various roles and settings, each playing a vital part in the health care of our patients. Nursing has recently been faced with dynamic changes in the workforce, the economy, and in the health care environment. These changes have set the stage for a new career ladder at UPMC called “My Nursing Career.” In April 2010, the initial phase of My Nursing Career was implemented, which integrated our inpatient and procedural nurses into one inclusive ladder. Phase II of implementation, includes our nursing supervisors, care management and specialty nurses, and is currently in development with a planned staggered implementation for fall 2010.

This issue of *Student Nurse Pathways* is dedicated to providing you the background to My Nursing Career, showcasing the various roles, and outlining the promotional process. My hope is that you will learn how My Nursing Career can be the vehicle for nurses, and future nurses such as yourself, to have a vast and lifelong nursing career at UPMC.

**Holly Lorenz, RN, MSN**  
UPMC Chief Nurse Executive

## My Nursing Career Background—UPMC Career Ladder

Managing two distinct clinical ladders for professional nurses within a single health system creates unneeded disparities among staff, and is not seen elsewhere in the nursing market. The previous clinical ladders were very successful for meeting the challenges at the time, but being responsive to the changing health care environment, the economy, and our workforce has set the stage for UPMC Nursing to implement a new clinical ladder. Changes in the health care environment over the last decade include surgical and procedural services expanding hours of care for increasingly complex patient care needs, expansion of hospitals providing tertiary care, core measure implications, and record low nursing vacancy rates. The Center for Medicare and Medicaid Services (CMS) has changed reimbursement, pay for performance is more prevalent, and health care is looming. The current nursing workforce has a robust regional pipeline of nurses including our three UPMC Schools of Nursing graduates.

Our health care landscape is changing and we are being proactive and responsive to these changes. In today’s health care world, there are four different generations of nurses working alongside one another, each having their own career goals and aspirations. Having equitable programs allows nurses to seamlessly move across a large system, enabling them to create a rich and unique career in one or more specialties and settings while moving within My Nursing Career.

The job descriptions created for My Nursing Career were based upon the American Nurses Credentialing Center’s new model for Magnet recognition. You will find that the nursing position responsibilities are based on the following tenets:

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### what's *inside*:

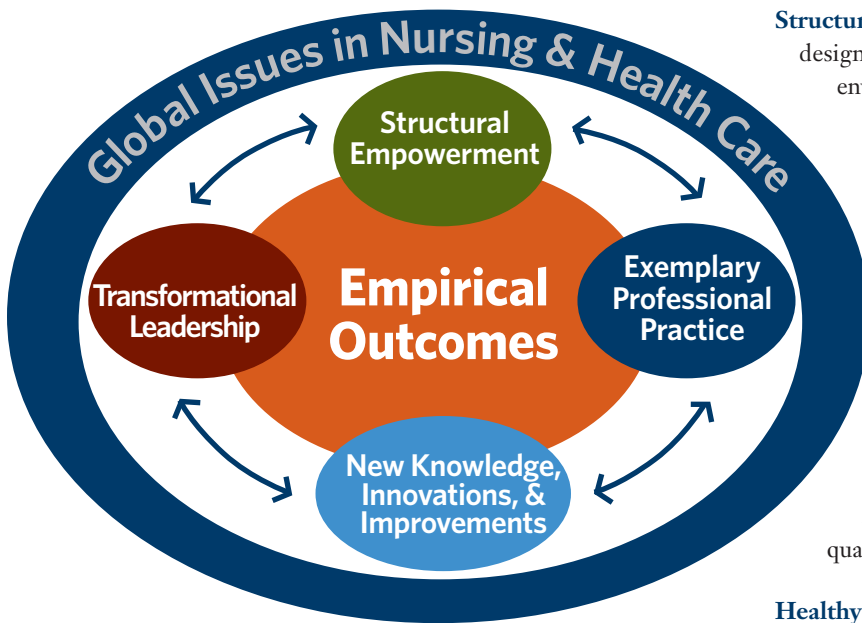
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### UPMC Nursing Vision

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.



**Transformational leadership** is the fundamental driver of professional nursing practice and is essential to creating cultures of excellence. Transformational leaders create environments and cultures where nurses thrive and patients and families come first. Transformational nurses serve as role models and teach exemplary professional practice and healthy work environments while continuously seeking to improve quality, and create cultures of learning. All nurses have leadership potential. Leadership is achieved through relationships founded in respect and inclusion with patients and families, colleagues, and others. Transformational leaders maximize the potential of all partners in care through trusting relationships by aligning values to achieve common goals and create exemplary patient experiences. The areas of focus under transformational leadership are: change and transition management, lead and develop others, and strategic planning.

**Exemplary professional practice** outlines the application of the nurse's role with patients, families, communities, and the interdisciplinary team utilizing relationship-based care (RBC). RBC is a patient care delivery model that unites the patient, family, and entire care team as partners in the health care experience and the healing process. It is holistic in focus, and considers not only the physical, but also the psychological, spiritual, and emotional needs of patients and families. The foundation of RBC is relationships, providing a framework that transforms our organizational culture to one in which the holistic relationships with patients, families, colleagues, and self become the overarching goal. It is the catalyst to transform UPMC organizational culture by further enhancing a caring and healing environment. At UPMC, this type of care is known as UPMC Care. This section also emphasizes the incorporation of the established goals for patient care by national professional organizations.

**Structural Empowerment** is active involvement in the planning, design, and oversight of continuous learning, and fostering environments where learning and innovation thrive on a local and global professional level. Nurses are actively pursuing self-learning, engaging in the development of others, sharing knowledge, providing continuous feedback, and incorporating best practices to ensure a continuous learning environment for students, professional nurses, and patients.

**Quality and innovation** is the proactive involvement in evidence-based practices, research, and quality improvement to study, change, or improve processes and outcomes to patient care, as well as ensuring that the right patient gets the right care at the right time in the right way, every time. This area of focus includes research, quality improvement, and evidence-based practice.

**Healthy work environment** consists of highly engaged nurses that are physically, emotionally, and spiritually at peak performance at every age of their lifetime. In this environment, nurses are tending to themselves and others, embodying authentic self-esteem and pride. Building and mending relationships, which is the ability to develop and maintain working relationships with various people internally and externally, is evident. This section has attention and support surrounding horizontal violence, impairment, and work-life balance. This relates to nurses maintaining a conscious balance between work and personal life so that one doesn't dominate the other. Finding balance is about making clear choices that support your core values, beliefs, or feelings that are important enough to drive your decisions about how you behave. Healthy work environment pays attention to the infrastructure that keeps the facility clean, safe, and comfortable as well as healthy behaviors and coping skills. ■

## My Nursing Career Roles

My Nursing Career is designed around five levels of clinical nursing practice:

### Staff Nurse —Level 1

This is an entry-level position for new graduates during their first year of practice. It is intended to be a novice-level of practice in which new graduates learn their roles and develop skills and abilities, often through the mentoring of a more experienced nurse.

*"I worked at Magee-Womens Hospital of UPMC as a casual PCT for a year before becoming a GN. Although I knew the hospital and many of the staff members, the floor I knew the least was the one I was hired for, High*

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*Risk OB. I am getting used to new people, new procedures, and most of all, a new job description. I had really become comfortable with my role as a PCT. I could arrive on any floor and jump right in to the day's tasks with a healthy level of confidence. This all changed when I became a GN. Every day when I started to get ready for work, I would feel an intense level of anxiety. I was afraid of what the shift would be like, what would happen, how I might mess up, that I might show my fear. This was mixed with the excitement and satisfaction that, while scared, I simultaneously loved every second I was there.*

*I soaked in all of the new information. I felt lucky to be working with so many kind, experienced, and helpful nurses. The OB patients are the reason I started nursing school to begin with. What overcomes my anxiety is knowing that I am making a difference for women at a time in their lives that can be challenging, scary, and yet very special. It will take awhile before I feel as comfortable being a new nurse, as I was being a PCT. Until then, every day I just try to do a little better than I did the day before."*

**Paige Beauchemin**

Magee-Womens Hospital of UPMC

**Professional Staff Nurse — Level 2**

This position is for the experienced nurse. Staff nurses can progress to this level within a minimum of six months. As their experience grows, professional staff nurses are increasingly relied upon to serve as patient care leaders and to serve as preceptors for new nurses. A bachelor's of science degree in nursing is preferred but not required.

*"I have found that it is no simple task to be a Children's Hospital of Pittsburgh of UPMC Emergency Department nurse. No one day is exactly like the next. Directions that explain how to handle the broad spectrum of situations one might encounter in any given day aren't provided to you during orientation. There are the wow moments that warrant the 'you might want to walk past room...' feeling. The sad moments such as the genuine grief you feel when tragedy strikes. The frustrating moments when it seems as though it would be easier to walk on water than it would be to please a patient's family. Although there are many more emotions I could discuss, the most memorable one I have experienced in CHP's Emergency Department is one of being proud.*

*This proud moment was on January 19, 2010, when I became one of the fortunate Emergency Department staff members to travel to Pittsburgh International Airport and transport the beautiful Haitian orphans back to the hospital. It was an experience that is almost too difficult to put into words. This proud moment began when we were escorted onto the runway where the plane was waiting. Little bodies were placed in our waiting arms as we wrapped them in rescue blankets, and we were holding "our" child on our laps for the journey back to the hospital. Final hugs and well wishes were given as the children walked out of the department and into a new life.*

*Through all the emotions that I have experienced at CHP, I will never forget this proud moment nor will any of the staff involved that day.*

**Courtney Moser, BSN, RN**

Children's Hospital of Pittsburgh of UPMC

**Senior Professional Staff Nurse — Level 3**

This position is designed for nurses who want to continue to advance their careers. They serve as role models for professional nursing practice by serving as recognized leaders in one or more of the following areas: clinical expert, staff or patient educator/teacher, specialized resource nurse, and/or through evidence-based practice. Two years experience and a bachelor's of science degree in nursing is preferred at this level but not required.

*"When I started working in the operating room, I was eager to learn as much as I could. I had to work two years before I could sit for certification. Several of us worked at studying and reviewing together. We learned a great deal and the process helped us be more aware in our daily practice. We all passed our test. Maintaining our certification meant we had to keep up our continuing education and structured involvement on our unit. We became specialty nurses. To quote CCI, our "certification reflects our commitment to higher standards of patient safety and quality patient care."*

*Shortly after coming to Shadyside in 2008, I returned to school full-time while working full-time. I earned my MSN and learned strategies and tools that enhance my practice. Studies show that those more educated give better patient care. I worked on a Level III project, educating staff on the Case Tracking system, which provides real time, confidential information to patients and families during surgery. We implemented the system and I followed through, evaluating and providing further education. I also was able to obtain a CEU for our nursing staff. I was honored to have my Level III project selected for review by the Magnet Recognition Program® appraisers. Obtaining certification and moving up the ladder in My Nursing Career are ways to increase your base pay, but the real benefit is in how you practice, in providing the best evidence-based care to our patients and helping fellow nurses."*

**Martha Crummy, MSN, RN, CNOR**

UPMC Shadyside

**Clinician or PNCC (PCM/PCC) — Level 4**

Clinicians are primarily responsible for serving as a leader in clinical nursing practice, identifying patient and staff focused opportunities for improvement and leading the change process. PNCC's are primarily responsible for leading and clinically managing a caseload of patients. Both positions are exempt. These positions require three years experience and a bachelor's of science degree in nursing. A master's degree (MSN or CNL) is preferred

*"I accepted the 4A rehabilitation nurse clinician position on April 1, 2007. The rehabilitation nurse clinician is considered a level 4 nursing position in the clinical ladder and has the authority, responsibility and accountability for overseeing the staff and for the delivery of nursing care. I have represented the rehabilitation unit at the corporate Institute for Research and Rehabilitation meetings and have been part of projects including Rehab Genview and the new Rehab eRecord documentation. I represented the hospital and the University of Pittsburgh at the CNL Summit in San Diego highlighting my graduate micro-system patient satisfaction quality improvement pilot conducted the summer of 2008 on my own rehabilitation unit.*

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*I served as the staff nurse representative on the Nursing Leadership Council and was fortunate to see our nursing leaders at work. I saw the Magnet culture develop and grow. I was honored to tour the 3 appraisers December 15-17, 2008 and was present February 13, 2009 when our Magnet® status was announced to the hospital staff. I witnessed UPMC Shadyside staff engage the Magnet culture.*

*We are all nursing leaders. We all have our specialty areas and interests that motivate us to grab opportunities and be the best we can be. We are at an exciting and critical time in nursing where technology and information is so much a part of our lives. UPMC has encouraged me to return to school and continue my education. We are creating a culture of leadership, excellence, valuing people, generativity, and learning — empowering nurses to bring about transformational change. Change and voices are needed and I enjoy being part that change.”*

**Judith Tinelli, RN, MSN, ONC**  
UPMC St. Margaret

#### Unit Director or Advanced Practice Nurse — Level 5

Unit directors are responsible for unit operational leadership. Advanced practice nurses are responsible for multiple unit/department educational growth and development. These professional promotions require a bachelor's of science degree in nursing and a master's degree in nursing or related field.

*“I am proud to say I fly the UPMC flag and have for almost 18 years. I started my nursing career here in 1993 and have always found what I need professionally and personally from UPMC. You have the chance to be a nurse in anything from transplant to trauma, inpatient to outpatient, daylight or nightshift. It is the place where I started as a staff nurse and a place where I am currently a unit director. Being a nurse leader at UPMC is a rewarding job. I get the chance to meet health care professionals eager to get their nursing*



*career started. As a unit director, you are always motivating and coaching staff to become the best they can be. Being a director isn't always sunshine and sunflowers, sometimes it is quite challenging. When staff aren't performing to their best ability, it is the unit director that guides them in the right direction. I enjoy being a unit director and the challenges it brings from the people to the patients. It is satisfying to hear a patient compliment your staff and motivating when you have staff performing their best.”*

**Leslie Cairns, RN, MSN**  
UPMC Presbyterian

## My Nursing Career Promotional Process

To recognize and support the significant contributions that nurses make to our success, UPMC offers a meaningful and rewarding career track. My Nursing Career allows nurses to spend their careers at UPMC with an amazing variety of settings, specialties, and almost endless roles. UPMC nurses can grow and develop in countless directions. They have the ability to build their career by tailoring choices of settings and specialties, and the ability to transfer among them, to grow and build an impressive professional skill set and professional portfolio, as well as experiences within one system. Nurses can begin a career in one area and then choose to reach out to many specialties, changing direction as interests develop and careers grow.

Our belief is that many of our nurses will find remaining at the bedside and progressing within the My Nursing Career path very rewarding. Progression is accomplished through the Promotional Process:

**Advancing to the Professional Staff Nurse** position requires a minimum of six months of nursing experience and a rating of 2.0 or higher on most recent performance evaluation. This is also the level at which the majority of external experienced nurses enter My Nursing Career.

**Promotion to the Senior Professional Staff Nurse** position requires two years nursing experience, a current UPMC-approved certification, and a completed nursing portfolio which includes a professional contribution. Professional contributions require ongoing work for the entire year which supports identified goals of the department, business unit, hospital, or system. A new goal is to be identified each year. A guideline of suggested professional contributions (figure 1, on next page) and the required forms that must be included in the portfolio can be found on the Nursing Infonet site. This is a small snapshot of the My Professional Contribution document. View the entire listing on the Nursing Infonet site:

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## My Professional Contributions

The Senior Professional Nurse is expected to have active participation in one of the areas listed below annually. Active participation is defined as ongoing work for the entire year with defined goals and interventions. A summary of the nurse's contribution must be submitted annually to the hospital's designated My Nursing Career Review Panel.

Some items to consider when selecting an area of focus include:

- UPMC System nursing goals such as: improving patient satisfaction, recruitment and retention initiatives, staff development programs, and quality improvement initiatives (NDNQI, Core Measures, Highmark, etc).
- The hospital and your department goals. Your Department Professional Practice Council or unit director may already have a list of ideas that will assist with department operations. What are the clinical issues in your department? Is there an increase in falls? Is there increasing restraint use? Is there an increase in staff injuries? Are you caring for new types of patients because of new services at your workplace, if so, how can you help your co-workers prepare?

Areas of Focus	Literature Review Suggestions	Guidelines / Ideas
You need to review at least 3-5 relevant articles or more if you choose.		
<b>PATIENT SAFETY</b>		
<p><b>Patient Safety Rep</b> The goal of this contribution is to monitor/improve patient safety in your department.</p>	<p>Serious events</p> <p>Patient safety Act 13, Act 52, Act 1</p>	<ul style="list-style-type: none"> <li>• Must make contact with the hospital's Patient Safety Officer</li> <li>• Must learn the regulations that guide patient safety in Pennsylvania (Act 13, Act 52, Act 1)</li> <li>• Learn/understand the process for identifying, investigating, and reporting of Serious Events and Preventable Serious Adverse Events</li> <li>• Provide department based education for peers with focus on serious events, disclosure, transparency, and communication</li> <li>• Attend the Patient Safety meetings. This would be a great venue for presentation. There is an educational component with CME/CEU credits offered</li> <li>• Teach nursing staff how to navigate eRecord to locate and document nursing measures</li> </ul>
<b>STAFF DEVELOPMENT</b>		
<p><b>Journal Club Facilitator</b>  The goal of this contribution is to review and present for discussion appropriate clinical or research articles at the department or service line level.</p>	<p>Clinical articles</p> <p>Evidence-based practice</p>	<ul style="list-style-type: none"> <li>• Work with department based APN or Nurse Educator to identify appropriate clinical or research articles for 4 journal club offerings per year at the department or service line level</li> <li>• Prepare continuing education documentation in collaboration with nurse planner (contact person to obtain CE)</li> <li>• Post notification of journal club and article to be reviewed at least one week in advance of the presentation</li> <li>• Prepare questions to guide the journal club discussion</li> <li>• Tally evaluations from each journal club and submit to nurse planner</li> </ul>

The completed portfolio must be approved by your unit director or manager then submitted and approved by the business unit (hospital) My Nursing Career Review Panel to be eligible for promotion. The core members of this panel consist of nursing leadership, HR, staff nurse(s), and procedural area representative(s) who are charged to review and critique the submitted portfolio utilizing a standardized systemwide process (rigor).

**Clinician and PNCC positions** are exempt positions and require a minimum of three years experience and a BSN at the time of hire or transfer. Unlike the previous positions, there are a limited number of these positions per unit to which nurses may apply as they become available.

This is the first phase of the new My Nursing Career. Future work will include additional professional nursing positions and paths. The sheer breadth and depth of UPMC allows our nurses to build

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an impressive career in endless settings and specialties while never leaving the organization. This allows you to build your years of service, maintain seniority, keep the same robust benefits plan, maintain your accrued PTO while earning increased PTO accrual over time, and keep growing the retirement programs in which you participate.

My Nursing Career has retained the basic components of CAP and PAP. As a result of the integration and program enhancements:

- Transferring positions will no longer involve being “in or out” of one program or another, with standardized compensation, allowing a more seamless and easy transition.

- My Nursing Career does not require a change in performance review date when promoting from professional staff nurse to senior professional staff nurse, allowing nurses to stay on track for annual merit increases.
- Job descriptions and requirements are now standardized and all meet the same requirements for comparable positions.

Build your nursing career with us at UPMC. 

## Summer Student Nurse Interns Share Talents


Our 2010 summer student nurse interns helped us deliver the best patient care through hands-on precepted learning experiences. This year, 345 student nurses applied for our national and regional internships, and UPMC accepted 10 national and 98 regional interns for the eleven-week program. Eleven UPMC hospitals participated in the program: Children’s Hospital of Pittsburgh of UPMC, UPMC Horizon, Magee-Womens Hospital of UPMC, UPMC Mercy, UPMC McKeesport, UPMC Northwest, UPMC Passavant, UPMC Presbyterian, UPMC Shadyside, UPMC St. Margaret, and Western Psychiatric Institute and Clinic of UPMC.

As the leading provider of health care services and the largest employer in the Pittsburgh region, UPMC is committed to giving back to and reinvesting in the community. Interns who stayed at Family House hosted events for families and patients and provided teaching, as well as other support activities. Christie Knott, executive director of Family House, presented 10 interns with the Community Service Award in recognition of their exceptional service. The award recipients were Denise Caruso, Amanda Fenstermacher, Ann Funkhouser, Madeline Georgino, Michael List, Jillian Moulton, Leanne Rohlf, Sarah Rusch, Jacklynn Sanford, and Karyn Sulit.

Five interns — Jillian Dukovich, Denise Caruso, Marissa Melanko, Andrea Shimko, and Austin Hoffman — received the Quality of Care Intern Award.



Two UPMC staff members who served as preceptors to the summer student nurse interns were recognized as going above and beyond. Ron Carey of Children’s Hospital and Dawn Angiulli of Magee-Womens Hospital received the 2010 Preceptor Award.

Plans are under way for the 2011 program. Applications are now being accepted. 

## 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.*

**Koloroutis, M. (2004)**

*Relationship-based Care.* (2004). Minneapolis, MN: Creative Health Care Management.

## Editorial Advisory Board

### Editor and Chief Nurse Executive

Holly Lorenz, RN, MSN

### Editor

Dawndra Jones, RN, MSN

### Contributors

Lorraine Brock, RN, MSN

Amy Kowinsky

Christina Paganelli-Haas

Melanie Shatzer, RN, DNP

Christine Stanesic

### Have a story idea?

Contact Dawndra Jones at 412-647-1584  
or [jonesd1@upmc.edu](mailto:jonesd1@upmc.edu)

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## My Residency: Meeting the Graduate Nurse's Needs

Multiple studies identify the transition of graduate nurses to professional practice as being a time of stress and reality shock. UPMC's My Residency Program is designed to support the new nurse and ease the impact as they transition from basic nursing education into the real world of nursing practice. While nursing orientation provides a foundation, the residency goes beyond clinical orientation by providing the essential skills needed to successfully transition into the professional nurse role.

Multiple interactive teaching strategies provide nursing residents with the opportunity to apply to clinical practice what they have already learned in school and orientation. Core content for the residency builds upon the fundamentals and includes such professional topics as delegation, prioritization, risk management, inter-professional communication, end-of-life care, and crisis management.

While the core content is consistent across all UPMC hospitals, the cultural nuances of each facility also are infused into the residency. Some hospitals emphasize advanced clinical scenarios, while others engage the residents in evidence-based practice projects. Residency coordinators at each hospital have collaborated with the UPMC Center for Nursing Excellence and Innovation to provide the best fit for each resident. ■

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