

**UPMC**  
*Nursing*

# Pathways to Excellence



## Message from the Chief Nursing Officer

### Looking to the Future

2009 promises to be an exciting year for UPMC Nursing. Much of the work we've been building over the past year will be launched. But let's first reflect on the accomplishments of 2008.

In 2008, we had a strong emphasis on new programs to improve the pipeline of nurses and the successful on-boarding of graduate nurses: Student Nurse Intern Program, National Student Nurse Intern Program, and the GN Residency were born. Focusing on retention of high-performing staff, we launched new communication strategies such as this newsletter, the student newsletter, and a completely revamped website, while continuing Grand Rounds and our second Nursing Annual Report. Corporate Nurses Week 2008 provided continuing education for more than 700 nurses. The first UPMC Leadership Development Intensive and a new course for unit leaders was developed and offered for graduate credit and CEUs. Vital Staffing continued to provide up to 100 FTEs of flexible staffing support, and Nursing Recruitment supported more than 30 recruitment events.

This year we will launch the Nursing Clinical Career Pathway with Mass Career Customization. We will continue our efforts on a healthy workforce with the UPMC Health Plan this year, focusing on the impact of shift work on wellness. We will be concentrating on selection of the best candidates to enter nursing school in our work with The Gallup Organization. We hope to celebrate two hospitals becoming Magnet-designated in 2009. Meanwhile, we'll be continuing our efforts to plan strategically for a bright future for nursing at UPMC. Stay tuned!

**Pamela Klauer Triolo, PhD, RN, FAAN**  
UPMC Chief Nursing Officer

## New Year, New You

"Be always at war with your vices, at peace with your neighbors, and let each new year find you a better man." **Benjamin Franklin**

A new year signifies a time for new beginnings. While many people make resolutions that they may struggle to keep, you should take this time to reflect and identify opportunities and a plan for making lasting changes and improvements in your physical, emotional, and spiritual health. These steps might include opportunities to improve yourself, to improve the lives of those around you, or to improve your work or home environment.

Following is a partial listing of some resources to help motivate or support your personal improvement plan. Please visit the Continuous Learning section of this newsletter to learn of other recommended learning resources and readings.

### Health and Wellness:

UPMC Health Plan  
<http://myhealth.infonet.upmc.com/>

UPMC Employee and Family Assistance Program (EAP)  
<http://eap.infonet.upmc.com>

### Professional Self-Improvement:

UPMC Nursing Grand Rounds  
<http://nursing.infonet.upmc.com/GrandRounds.htm>

Continuing Education  
<http://www.upmc.com/careersatUPMC/nursing/development/Pages/nursing-education.aspx>

Professional Organizations  
[www.nurse.org/orgs.shtml](http://www.nurse.org/orgs.shtml)

Medscape online nursing CE  
<http://cme.medscape.com/nurses?src=nursecentl>

*continued >>*

### what's *inside*:

Strategic  
Recruitment  
Page 2

Academic  
Pipeline  
Page 3

Leadership  
Development  
Page 4

### 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.

Tips for developing and succeeding in your improvement goals include:

1. Create a plan. Set a goal and formulate a step-by-step plan to accomplish it.
2. Record your goal and plan in a journal.
3. Think about your goals, not just with the start of the new year, but all year round.
4. Remain flexible. Expect and accept that your goal and plan can and will change.
5. Recognize and celebrate your successes along the way.

Setting a goal and developing a plan should be nothing more than a starting point. You must develop a ritual or habit for revisiting your plan. Just as a goal isn't accomplished the day the plan is made, neither is it accomplished the day you reach your goal. It's accomplished in many small increments. Be sure to recognize small successes at every step along the way.

Let 2009 be the start of your own self-improvement journey.

## Taking a Strategic Approach to Recruitment

Did you know that UPMC hired 1,120 nurses to our system in Fiscal Year 2008? When you stop to think about it, that is an amazing number of new nurses among our ranks. These numbers represent a significant investment of time and energy, starting with the work of recruiting and hiring, on-boarding, and continuing with all the energy you, our UPMC nurses, pour into orientation and mentoring.

UPMC strives to hire the best and the brightest nurses to join you. We are fortunate that western Pennsylvania is rich with more than 30 nursing schools, whose new graduates comprised two-thirds of our new nursing hires in Fiscal Year 2008. Our nursing recruitment team visits these schools and holds recruitment events such as NCLEX reviews, job fairs, and expos for experienced nurses. They also attend state and national student conventions, as well as participate in national experienced-nurse events such as the Academy of Medical-Surgical Nurses (AMSN) annual event, and the National Teaching Institute & Critical Care Exposition.

Reaching out to new graduates and experienced nurses is only one aspect of recruitment. Recruitment truly starts, intertwines, and ends with retention. No matter how heavily we recruit, the reasons nurses ultimately accept positions are the very factors that retain nurses: the specialty, unit culture, unit leader, professional/educational development, and growth opportunities. Recruitment and retention rely heavily on you, as a member of your unit or department, to help create positive, supportive, and professional environments. The best and the brightest nurses want to work with smart, caring nurses. It starts with you. What is being done to support recruitment and retention beyond your unit? Be sure to read this newsletter to learn about all of the initiatives to support this effort. Most exciting is the ongoing development of the new Nursing Clinical Career Pathway (NCCP), which will replace the CAP and PAP programs. If you

have not had the chance to see the NCCP presentation by UPMC's CNO, Pamela Triolo, PhD, RN, FAAN, be sure to watch the archived Nursing Grand Rounds on the nursing page of the Infonet. NCCP also was the focus of the November issue of *Pathways to Excellence*.

### Vital Staffing

It is imperative in today's health care climate that nursing remains nimble in response to fluctuating patient volumes. This is best accomplished by carefully making unit-level hiring decisions. Fading are the days of hiring a nurse for whatever schedule the nurse is willing to work. Through strategic labor analysis, nurses are hired who fit unit needs. What is assessed? The first step is planning for the type and number of positions needed in each category: full-time, flex full-time, part-time, and casual, as well as the number in unique programs such as the weekend program. The percentage of each is based on many factors, including the type of patients, volume of discharges and admissions per day, and the degree to which bed occupancy fluctuates. A strategic labor analysis also looks at the educational levels of the nurses, aiming for an appropriate distribution required by patient complexity, unit needs, and future growth.

In order to stay flexible, many units have their own group of casuals. Many hospitals have resource pools to help flex to patient volumes, but often more is required. UPMC Vital Staffing provides a great deal of support throughout UPMC by filling those additional needs. Vital Staffing, UPMC's internal agency, provides units with nurses who are familiar with UPMC's policies and procedures and who, as UPMC nurses, have a vested interest in providing the best care every time. Did you know that Vital Staffing fills more than 60 percent of the total supplemental hours for the hospital division, averaging 100 FTEs per pay period? Vital Staffing also offers a SWAT team consisting of full-time nurses who take 13-week assignments on units with large needs, allowing time for the units to hire and orient new staff.

### Minority Nurse Mentorship

Did you know that UPMC has a Minority Nurse Mentorship program? Its mission is to identify, retain, and enhance the professional development of minority nurses at the bedside and in leadership roles within UPMC. This mentorship program uses the five C's — candor, compromise, confidence, complexity, and champion — to effectively nurture meaningful professional relationships. For years UPMC, which employs more than 7,000 nurses, has recognized the value of diversity and has made great strides in the recruitment of minority nurses. Now, retention and the leadership development of minority nurses have come into focus. In the face of the nursing shortage and an aging nurse workforce, it is especially important to pay attention to the recruitment, retention, and leadership development of minority nurses to ease the nursing shortage and advance cultural diversity in health care settings. Cultural diversity is vital to the future of the nursing profession. A multicultural nursing workforce is critical to reflect the ethnic and cultural changes evidenced by the current and future patient populations. The objectives of the UPMC Minority Nurse Mentorship and Professional Enhancement program include:

- increasing the recruitment of new minority nurses
- lengthening the tenure of minority nurses already at UPMC
- showcasing leadership development opportunities for minority nurses
- assisting with the recruitment, retention, and graduation of minority students in the schools of nursing at UPMC

If you have comments about the Nursing Clinical Career Pathway, e-mail us at [nursingclinicalcareerpathway@upmc.edu](mailto:nursingclinicalcareerpathway@upmc.edu).

Please note that you will not receive a response to your e-mail; however, your comments will help us adapt the model and create new questions and answers.

## Creating a Strong Academic Pipeline

UPMC is committed to attracting, teaching, and retaining quality nurses — providing students and graduates with the hands-on support they need to gain proficiency in their profession, and increasing nurses' engagement and satisfaction with their work to improve retention and commitment to the nursing profession. Strategies for success include creating robust learning environments for students during clinical rotation; expanding the Student Nurse Internship Program to expose UPMC to the best students, both locally and from across the country; and establishing a residency program for new graduate nurses to transition successfully into professional practice. These strategies will create environments in which nurses at UPMC can provide clinically excellent, caring, and compassionate care to patients.

Accomplishments that support these strategies include the development of an Academic-Service Partnership Council composed of nursing leaders from schools of nursing and UPMC. These leaders collaborate to improve the student and graduate nurse environment and remove barriers that prevent good learning experiences. Ongoing focus groups conducted with students and graduate nurses elicit feedback that is used when developing new programs and when assessing the current condition of nursing at UPMC. A Student 360 Survey was recently launched in order to evaluate the student, faculty, and unit experience during a clinical rotation. The intent of the survey is to shine a light on the clinical experience so that improvements can be made by our academic and service partners. These accomplishments and strategies work together to ensure we have a constant pipeline of well-educated, competent, and caring nurses available to work at UPMC.

### Student Nurse Selection

It is common knowledge that a nursing shortage exists. Therefore, there has been a dramatic increase in applications to nursing schools. It is estimated that each year the schools turn away more than 80,000 viable candidates. Due to the high demands and challenges of nursing school, many of the admitted students do not complete the program, leaving vacancies.

Gallup Consulting is an industry leader in developing innovative solutions that radically improve the way organizations select and hire the best employees for their most crucial positions. UPMC has

partnered with Gallup to look at the selection of nurses before they are admitted into nursing school in an effort to identify the best candidates. A research study will be conducted in the spring of 2009 using Gallup's NurseInsight Tool in conjunction with students from UPMC's diploma programs and the University of Pittsburgh School of Nursing.

### Student Nurse Intern Program

Exposing students to the real work of nursing can significantly improve their ability to transition into professional practice as graduate nurses and can increase the pipeline of available nurses for recruitment. In the summer of 2008, UPMC launched two programs designed to impact our future nursing workforce: a revamped local student nurse intern program and a national student nurse intern program. Both programs created opportunities for student nurses, both locally and nationally, to partner with a registered nurse for the real work of nursing. UPMC hosted 114 local and 18 national nursing students during an 11-week summer program. The supervised clinical experience enabled students to improve their organization, time management, prioritization, and critical thinking skills, while continuing to enhance their clinical competence. Student intern workshops, along with extracurricular activities, enabled the interns to focus on their professional growth and development. The internship also provided interns the opportunity to learn about some of the outstanding services and programs offered at UPMC facilities.

### Graduate Nurse Residency

Today's health care environment requires that graduate nurses are able to hit the ground running. Higher patient acuity, the nursing shortage, and the nursing faculty shortage have all created an environment in which new nurses struggle to cope. In Marlene Kramer's landmark study, *Reality Shock: Why Nurses Leave Nursing*, she demonstrates that new nurses face "reality shock"<sup>1</sup> and become quickly disengaged in their work shortly after graduation. They are typically given six or eight weeks in orientation to learn all that is necessary to be a successful nurse. The reality is that orientation only ensures that they are safe to practice — but it doesn't ensure that they are competent. In a recent study, the statistics reveal that 72 percent of new nurses leave their job within the first two years.

The reality is that many of the new nurses are not equipped to handle the complexity of today's patient and the health care environment. A residency program can help bridge the gap between what the new graduate learned as a student and what he or she needs to know as a professional nurse.

In the summer of 2008, UPMC launched its first GN Residency Program as a pilot with 70 new graduate nurses, their preceptors, and their unit directors. This triad approach ensures that the participants share a common language in order to reach common goals. The program is designed to help the graduate nurse transition into professional practice beyond the clinical skills needed. Leadership, communication, systems thinking, nursing roles, and emotional intelligence are themes that provide the new graduates, their preceptors, and unit directors the necessary tools that they need to be successful in today's health care environment.

<sup>1</sup> Kramer M. *Reality Shock: Why Nurses Leave Nursing*. St. Louis, MO: CV Mosby; 1974

did you  
know?RN/LPN Referral Program  
extended through June 2009

You can receive up to \$2,000 for referring an experienced or graduate nurse to an eligible position at UPMC. To refer a nurse, send the nurse's resume and the completed referral form to nurse@upmc.edu, or fax it to 412-647-9994. The referral form is available at <http://nursing.infonet.upmc.com>. Please be sure to review the eligibility requirements to refer, and regarding who can be referred.

## Leadership Development

Talent management and succession planning at UPMC are essential to keep pace with our continued growth and increasing need for leaders, both nationally and internationally. With 32 million workers over the age of 50 and 40 percent of health care, manufacturing, and government service workers eligible for retirement in the next five years, retirement is a reality that must be anticipated.<sup>1</sup> Therefore, planning is essential to ensure there is a prepared workforce to meet that need.

### Talent Roundup

This year, the Center for Nursing Excellence and Innovation, UPMC Human Resources, the Leadership Development and Succession Planning Task Force, and the UPMC Health Plan co-sponsored the UPMC Nursing Leadership Talent Roundup. Earlier this past year, the first Roundup was launched. It was designed for nurses in existing leadership positions, as well as unit leaders and clinical directors from inpatient and outpatient areas. A second Nursing Leadership Talent Roundup event occurred as part of the Minority Nursing Mentorship Program.

Nursing Leadership Roundups provide:

- updates on UPMC Nursing and work under way across the system in leadership development
- personal coaching sessions on resumes, readiness for new roles, image, and wellness
- opportunities to network with colleagues and leadership

Participants in both Talent Roundups provided excellent feedback about the day and one participant described the experience at the Talent Roundup as a “spa for leaders.”

### Leadership Development Intensive

Nationally, the most efficient and effective approach to meeting the growing need for leadership talent is to cultivate internal talent through development intensives and other strategies. Using internal talent to fill leadership positions reduces the use of expensive search firms, eliminates hiring costs, and reduces the potential cost of executive failure due to poor match.

The UPMC Leadership Development Intensive (LDI) utilizes a combination of assessment tests, executive coaching, task assignments for development, and talent tracking. These activities focus on identification of talent and provide focused, experiential developmental opportunities for participants.

This past year, UPMC identified 25 high-performing executives to participate in our first LDI. The nomination and selection process for the second class has just been completed, and these new participants will begin the next LDI Program in February.

### Unit Director Course

This past summer the University of Pittsburgh School of Nursing offered a Leadership Development Course that was targeted toward emerging nursing leaders and unit managers. This three-credit course can be applied toward the master's or DNP programs in nursing leadership at the School of Nursing. The course was held over six days throughout the semester and focused on three major topics: Understanding the Leader Within Yourself, The Art of Leading People, and The Science of Managing the Business.

UPMC offered the Leadership Development for Nursing Middle Manager course this fall semester to UPMC nursing leaders for nursing continuing education credit. This course was held over five days and focused on the same three topics. The class size was limited to 25; however, more than 40 nursing leaders from across UPMC expressed interest in the course. Given the success of and interest in the course, it will be offered again in the spring for 25 more nursing leaders.

<sup>1</sup> *Succession Management is Mission Critical to Achieving Organizational Goals, Vangent White Paper, June 2006*



## Striving Toward a Healthy Workforce

A historic paradigm shift continues within UPMC Nursing, which aspires to lead the nation in improving the health and wellness of nurses. Our vision for the future is nurses tending to themselves and each other, embodying authentic self-esteem and pride, and engaged in their work and lives.

The goal of healthy workforce initiatives is to create highly engaged nurses who are physically, emotionally, and spiritually at peak performance at every age of their lifetime. The initiatives include: Healthy Workforce Steering Committee and Subcommittees, Healthy Workforce Nutrition Pilot, and communication vehicles such as the new nursing website, annual report, newsletters, and nursing SharePoint site.

### Healthy Workforce Steering Committee and Subcommittees

The Healthy Workforce Steering Committee and subcommittees' work has focused on developing programs and supporting lifestyle changes related to nutrition, exercise, and weight management. Thirteen teams from the Unit Director Subcommittee set a health and wellness goal to lose weight and achieve better weight management through their successful participation in the MyHealth Weight Race. In October, a Healthy Nutrition Pilot Program was rolled out on two units at UPMC St. Margaret. During this six-week pilot, healthy meals were available for delivery to nurse participants at a competitive cost. The program also included pre-, during, and post-pilot surveys to gauge such things as the quality of the food, ease of ordering, and any life satisfaction changes. UPMC St. Margaret is now reviewing the feasibility of rolling out this program hospitalwide.

### Communication

Communication is essential to any organization. UPMC Nursing's focus on communication to nurses remains a high priority. This past year, many exciting new elements have been added to further enhance the quality of communication.

UPMC Nursing's new website is now available. Why is having a robust nursing website important? It conveys the importance that nursing holds in an organization. If you visit the websites of other hospitals or health systems you will find that some do not have a

nursing presence, some have a few nursing pages, and others have a prominent presence. As nurses locally and from around the nation visit us, we must not only communicate information about UPMC Nursing, but convey its importance and leadership vision by prominently having our own website.

In the past year, a nursing SharePoint site was introduced to levels of nursing leadership systemwide to provide a central storage and collaboration space for documents, information, and ideas. This site is a dynamic and interactive tool to help nursing leadership share information, and coordinate projects and calendars.

This year, the UPMC Nursing Annual Report for 2007 was published. This exciting and important tool enables us to communicate the professional accomplishments of UPMC nurses. See the call-out box in this newsletter regarding collection of data for the 2008 report.

In 2008 two new nursing newsletters were born, *UPMC Nursing Pathways to Excellence* and *UPMC Nursing Student Nurse Pathways*. Both newsletters are electronic vehicles to share timely information and spread the news about the good work being done in UPMC Nursing with nurses across the system and student nurses across the region.

UPMC  
Nursing

Share your  
professional  
accomplishments

Have you seen the 2006 and 2007 UPMC Nursing Annual Reports? Visit <http://www.upmcnursing.com> and click on "About UPMC Nursing" to see the exciting professional accomplishments of our UPMC nurses. Don't miss out on sharing your professional accomplishments for 2008! In the next few weeks we will begin collecting data for the 2008 UPMC Nursing Annual Report via the nursing page on the Infonet. Look for details in upcoming communications from your nursing leadership. Begin to gather information on your publications, presentations, certifications, degrees earned, research, honors and awards, and leadership positions in professional organizations.

## Continuing education information available in uLearn

Corporate Learning and Development has activated a new feature in uLearn that will contain UPMC educational activities that award continuing education (CE) credits for nursing staff. This subcategory, Nursing Continuing Education, can be found under the main category of Clinical Development in the course catalog. Successful completion of any educational activity outlined within this subcategory will result in receiving continuing education credits. Subject matter experts who submit educational activities for this new uLearn subcategory must ensure that their activity qualifies for CE credit(s) under the Pennsylvania Nursing regulations.

To locate this feature, log on to uLearn and go to “Browse Catalog.” Click on “Clinical Development” and then “Nursing Continuing Education” to view the courses offered. Corporate Learning and Development is accepting educational activities for this Nursing Continuing Education sub-category.

Nursing staff members may track their CE credits for non-UPMC educational activities in uLearn through the Supplemental Learning feature. To learn more about this feature, visit <http://traininganddevelopment.infonet.upmc.com/FAQ.htm#11>.

Management and staff also can view CE information for both UPMC and non-UPMC educational activities via the All Learning and Team Learning pages in uLearn.

Send your questions to [TDRRegistration@upmc.edu](mailto:TDRRegistration@upmc.edu).

did you  
know?

### Past Issues

Past issues of UPMC Nursing’s Pathways to Excellence and Student Nurse Pathways newsletters are archived on the nursing website. Read issues you may have missed at the link below.

[www.upmc.com/careersatUPMC/nursing/about/Pages/nursing-news.aspx](http://www.upmc.com/careersatUPMC/nursing/about/Pages/nursing-news.aspx)

## Continuous learning

### *Financial Planning*

<http://benefits.infonet.upmc.com/Retirement.htm>

### *Healthy Meals*

[www.eatingwell.com](http://www.eatingwell.com)  
[www.cookinglight.com](http://www.cookinglight.com)

### *Green Planet Activities*

[www.ourearth.org](http://www.ourearth.org)

### *“Keeping New Year’s Resolutions: How do you make lasting changes in your life? Life coaches offer some tips”*

Jeanie Lerche Davis

WebMD Feature

<http://www.webmd.com/balance/features/keeping-new-years-resolutions>

### *The Power of Personal Accountability: Achieve What Matters to You*

John Wiley & Sons, Inc., 2004

Mark Samuel and Sophie Chiche

### *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal*

Simon & Schuster Adult Publishing Group, 2003

J. Loehr and T. Schwartz

### *Who Moved My Cheese?: An Amazing Way to Deal with Change in Your Work and in Your Life*

Putnam Adult, 2000

Spencer Johnson, MD

what’s  
new

### New Nursing Website

UPMC Nursing’s long-awaited updated external nursing website is here. Be sure to visit [www.upmcnursing.com](http://www.upmcnursing.com) to see Phase I of this new website. Phase II may include futuristic capabilities such as expanded job search functions, recruiting chat capabilities, UPMC nursing alum pages, and many other enhanced features.

## Editorial Advisory Board

### Editor and Chief Nursing Officer

Pamela Klauer Triolo, PhD, RN, FAAN

### Editor

Kim Hester

### Contributors

Lorraine Brock, RN, MSN

Yasmin Kazzaz, MHA

Christine Stanesic

Renee Thompson, RN, MSN

### Contributors to this issue

Dawndra Jones, RN, MSN

### Designer

John Schmezer

### Have a story idea?

Contact Kim Hester at 412-647-4863 or [hesterkr@upmc.edu](mailto:hesterkr@upmc.edu).

*UPMC is an equal opportunity employer. Policy prohibits discrimination or harassment on the basis of race, color, religion, national origin, ancestry, sex, age, marital status, family status, sexual orientation, disability, or veteran status. Further, UPMC will continue to support and promote equal employment opportunity, human dignity, and racial, ethnic, and cultural diversity. This policy applies to admissions, employment, and access to and treatment in UPMC programs and activities. This commitment is made by UPMC in accordance with federal, state, and/or local laws and regulations.*

UPMC