



Message from the Chief Nursing Officer

What are the keys to a successful nursing career? I have watched the shifting economic times and the cycles of shortage and surplus for more than three decades and have identified three keys to success in a professional career. First, choose your boss wisely. Research tells us that the number one factor in job satisfaction is our boss. Select someone who will give you great feedback, challenge and develop you, and remove the obstacles to your success. Find a setting that brings out the best in you. Strive to bring out the best in others.

Second, professional nursing practice requires continuous learning. Your education is already out of date. Science and technology continue to explode in complexity and new research. People who don't continue to learn actually decline in performance. Formal education is a currency that increases your value and is portable. Professional organizations keep us on the cutting edge of our field. Set high standards for your performance.

And the final key to success is that nothing is possible without relationships. Respect is the foundation of trust, and trust is essential to creating healing and collaborative relationships. The most highly successful nurses are able to skillfully engage, mind, body, and spirit, quickly and in every interaction, every day. Build a legacy of greatness in nursing by treating everyone with respect and dignity; relationships, meaning, and success will follow.

Pamela Klauer Triolo

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

Job Search Tips

Are you graduating in the spring of 2009? It is not too soon to begin preparing for your career. Now is the time to consider where you might like to work, in what specialty, and for whom. Yes, for whom.

One mistake new graduates make is that they focus on **what** hospital or **what** specialty they want, and forget what can be most important in their first year is **for whom** they work. Your first leader can help you to be successful as a new nurse and help to set the stage for an exciting career. Your interest in locations or specialties may change over the years, but you only have one chance to begin your career with the right nurturing leader, who will help support you during your important first year.

Ask yourself these questions when considering a unit leader. Does this person:

- *inspire his or her staff?*
- *inspire me?*
- *offer shared governance and opportunities for learning?*
- *model professional behavior?*
- *challenge and nurture his or her staff?*
- *push staff on when ready?*

The difficulties many nurses face in their first job can often be traced back to being so focused on what they wanted to do (ICU, pediatrics, cardiac) that they accepted a job without considering the unit leader. Don't make that mistake; find your inspiration.

Ideally, you will be open to several specialties that you would enjoy, and then find your ideal unit leader in one of them. It may take time and many interviews, but the right leader can make a great difference in your first year and your career. Give leadership as much thought as you do to what or where you want to start your career.

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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.

did you
know?

Did You Know? UPMC Facts

Social Responsibility

We have seen a refreshing trend in recent years. Many nurses are coming to their interviews prepared not only to ask about the units, schedules, wages, and benefits, but also to ask about what UPMC is doing to be a good corporate citizen. We are seeing more candidates who find it just as important that they work for a system that gives back to the community, as they do working for a system that provides for them. Examples of UPMC of social responsibility include:

- UPMC contributes to the good health of the region by giving back to the community more than \$260 million each year in services, charitable contributions, and uncompensated care. The health system has designed initiatives to eliminate regional health care disparities, such as disproportionately high levels of illness among minorities. Together, UPMC's hospitals, physicians, and other health care providers participate in a collaboration of care that leads to healthy communities and healthy lives.
- Each UPMC hospital sponsors projects tailored to the particular needs of its service area. These range from farm safety in rural areas to dental services for residents of urban public housing. Some hospitals target school-based programs, focusing on childhood obesity, infection control, postponing sexual involvement, and smoking prevention. Others focus on older adults, immunizations, violence against women, prenatal care, fitness, weight management, CPR training, and youth recreation. UPMC is forging new partnerships beyond the more than 3,000 community initiatives currently in place.
- UPMC supports a number of hospital foundations that contribute to the region's quality of life. Most of these foundations are community-focused funding programs that provide housing and help for chemically addicted, homeless women; prevention and educational programs; economic revitalization campaigns that impact a wide range of issues from job creation to housing; and scholarship opportunities in the health care professions.

*UPMC Facts & Figures (2008) Retrieved from
<http://www.upmc.com/aboutupmc/theUPMCStory/Pages/FactsandFigures.aspx>*

what's
new

New Nursing Website

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

Hot Off the Press

Update from the 2008 Nurse Faculty/Nurse Executive Summit

Our country is on the verge of a health care reform. Providing poor patient care, risking patient safety, limited access to health care, increasing chronic illness, and rising costs have all created our current health care crisis.

There are 2.4 million nurses in the United States; however, we are seldom at the table when decisions involving health care are made. Now is the opportunity for nurses to get involved to ensure that our voice is heard by the governing powers responsible for making the decisions that will change the way we deliver care.

How do we impact the direction of this health care reform to ensure that we continue to advocate for patients and the nursing profession?

Get involved.

- *Educate yourself to better understand our most pressing health care issues. Read the paper. Browse through political and health-related websites. Read articles and books pertaining to the current state of health care.*
- *Join nursing and student nurse organizations.*
- *Pay attention to ways you can impact quality, safety, and cost.*

Nurses play a critical role in how we deliver care to the millions of patients in our country. Now is your opportunity to get involved in this important reform and let your voice be heard.

To learn more about this subject, access these resources:

www.change.gov

www.qsen.org

Critical: What We Can Do About the Health-Care Crisis

Thomas Dunne, 2008

T. Daschle, S.S. Greenberger, J.M. Lambrew

Overtreated: Why Too Much Medicine Is Making Us Sicker and Poorer

Bloomsbury, 2007

S. Brownlee

Relationship-Based Care: A Model for Transforming Practice

Creative Health Care Management, Inc., 2004

M. Koloroutis

Current and future state of the US nursing workforce.

The Journal of the American Medical Association

November 26, 2008

P. Buerhaus

Impact of the nursing shortage on hospital patient care:

Comparative perspectives. Health Affairs

May/June 2007

P. Buerhaus, K. Donelan, C. DesRoches, B. Ulrich, L. Norman, R. Dittus

Free NCLEX Review Sessions

Are you planning to take the National Council Licensure Examination (NCLEX) in the next several months? Then you should also plan to attend a review session.

It is a day well worth your time. From 9 a.m. to 3 p.m., with breaks and lunch provided, experts from STAT Nursing Consultants will review the most likely test questions and test content, and will provide you with exam-taking techniques to help you succeed on the NCLEX exam.

While you are spending a day investing in your future career, take a few moments during a break or lunch to talk with one of the nursing recruiters or managers. They are always excited to spend a day meeting you, the best and the brightest.

Choose one of these dates:

Feb. 7 **March 14** **April 25**

Find location and registration information on the nursing website. Log on to www.upmcnursing.com. Select “Career Opportunities” and then “Student Nurses.”

Hope to see you there.



Academic-Service Partnership Update

The goal of UPMC's Academic-Service Partnership (ASP) is to create systems that support the finest clinical experiences, prepare the best new graduates, and focus on hiring the best of the best in new graduates, both locally and nationally. In this partnership, nursing leaders from local schools of nursing and UPMC continually work together to create environments that support nursing students throughout their education and transition into professional nursing practice.

Assimilation programs such as the Summer Student Nurse Internship Program and the Graduate Nurse Residency Program provide support for both groups. While the internship program enables students to see the real work of nursing, the residency program focuses on enhancing new nurses' professional growth and development skills.

In addition to these programs, creating cultures of transparency is critical to improve the environment in which students and graduate nurses learn. One strategy currently under way to achieve transparency is the recently launched Student 360 Survey. The purpose of the survey is to elicit feedback from nursing students, faculty, and staff nurses regarding the clinical rotation experience. The results of this survey, along with feedback from students and graduates during focus group sessions, will help to transform the clinical environment. These partnerships are essential to supporting the role of the nurse by creating environments in which nurses are engaged and committed to providing clinically excellent and compassionate care to patients.

Graduate Nurse Residency

In the summer of 2008, UPMC launched its first Graduate Nurse (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 graduate nurses transition into professional practice by advancing 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.

Characteristics of a Professional Nurse

Nursing is a profession, and we want to ensure that we are viewed as professionals. We all want the respect of our colleagues, but do we earn respect by engaging in the established behaviors of a professional?

It is important that we always conduct ourselves in a professional manner. This includes:

- *how we dress*
- *what we say and how we say it*
- *how we conduct ourselves in front of patients, their families, colleagues, and supervisors*
- *how we treat each other as health care professionals*

As a student, you are sending messages every day when you are in the clinical and academic setting. What message are you sending about your profession? Do you wear a hoodie on the unit? Do you gather on the unit gossiping with your peers, exhibiting horizontal violence? Do you use your time seeking additional learning or spending time with your patients? Do you turn your cell phone off during school and clinical hours? Do you follow classroom rules of conduct by arriving on time and respecting your instructors and classmates?

Now is the time to examine your behavior and make a few adjustments that will enable you to be viewed as a professional.

Waynesburg Student Solidifies Career Choice

A 2008 UPMC Summer Student Nurse Internship at Magee-Womens Hospital of UPMC gave Waynesburg University senior nursing major Ashley Johnson a glimpse of what her desired future would look like. Ashley is now convinced that her passion for children has led her to the appropriate career field.

A passion to care for babies and children began for senior nursing major Ashley Johnson when she was only a child herself. Her dedication to potty training her baby doll at the age of two accurately forecasted her ambitious future.

Her love of children only grew as she reached high school. She worked and volunteered with Teens for Tots, the March of Dimes, and The Woodlands Foundation, where she provided care for children with disabilities and chronic illnesses. Her innate instinct to calm babies needing special attention was also seen at her church nursery where she, as a result of her ability, received the title “the baby whisperer”.

“I seem to express that calming compassionate nature that is needed in the area of my interest,” Ashley said. Her interest has developed into a passion which led her to seek out a summer student nurse internship in the respective field. Her search ended at Magee-Womens Hospital of UPMC in the Neonatal Intensive Care Unit (NICU). From the end of May to the beginning of August, she and 131 interns from the Pittsburgh region and across the country participate in the Summer Student Nurse Internship Program within the UPMC facilities.

Ashley partnered with a nurse who worked in the NICU and worked with experienced nurses, known as preceptors, who acted as teachers and evaluated her learning in the clinical arena.

“When my internship began, I was very nervous to even touch some of the babies because they were so tiny. I saw and cared for babies as little as one or two pounds,” she said.

Ashley’s preceptor assisted during the initial weeks of her internship taking vitals, performing assessments, feeding, wrapping and turning the babies.

“After a few weeks, I felt confident and was able to perform these skills on my own,” she said.

As she became more comfortable, Ashley performed necessary tests including respirations, heart rate, blood pressure and temperature and assisted her preceptor with other necessary tasks.

In addition to medical care for the babies, Ashley provided care for their families. She educated the parents on how to properly care for the baby after discharge.

“I would teach them how to change the tiny diapers or how to take the baby’s temperature. Many mothers and fathers seemed overwhelmed with the technology of the unit. I learned that nurses who actually grip the thinking of nurturing maternal development with these anxious mothers, will provide supportive developmental care for the mother and the baby.”

Perhaps Ashley’s most challenging job was to complete rounds with the physicians and give reports to her preceptor on the babies she was assigned to care for during her shift.

“This greatly improved my confidence in my communication skills and stressed to me the importance of collaboration between different areas of the health care system,” she said.

According to Ashley, Waynesburg University contributed to her decision to intern in the NICU. As a freshman and sophomore, Ashley traveled to Guatemala where she volunteered at an orphanage run by Franciscan nuns.

Ashley’s experiences with Waynesburg University, along with her summer internship at UPMC, have solidified her desire to work with children whether in the NICU, Pediatric Intensive Care Unit (PICU) or Labor and Delivery.

“I know I work best with children and infants and I want to work with babies or children for the rest of my life!”

Reprinted with permission from Waynesburg University IMPACT, Inspiring Students to Pursue Lives of Purpose, November 2008, Vol. 3, No. 3



did you know?

UPMC Wants Your Feedback

Each semester students will be asked to complete an online survey after finishing a clinical rotation at any UPMC hospital. Your feedback is important because it helps us to create environments that support your successful transition into professional nursing. We appreciate your participation in these surveys.

Tips for a Successful Clinical Rotation

Be prepared Arrive on time professionally dressed (clean uniform without wrinkles, hair neat, minimal jewelry, clean shoes). Be enthusiastic about learning and ready to take care of patients.

Ask questions Questioning provides you the opportunity to learn. While you are on the unit, ask any member of the health care team questions about your specific patient or patient population. Members of the health care team include your nurse, physician, advanced practice nurse, nursing assistant, pharmacist, social worker, and others. We are on the same team working toward the same goal: to provide excellent patient care. We want you to learn from the best. Just ask.

Q&A with a Recent Grad

Q: How did you decide where to work?

A: I spent time shadowing on the three units where I thought I might want to work. I asked the nurses and the unit director questions about what it was like to work there. I chose the unit that I felt was the best fit for me considering my interest in the patient population, type of unit, and an atmosphere where I felt most comfortable.

Q: How did you prepare for your first interview?

A: I prepared a professional resume and took a few copies to the interview. I was professionally dressed and arrived 15 minutes early (just in case I got lost). I researched the hospital and unit so that I was able to come prepared with a list of hospital/unit-specific questions to ask the unit director.

what's
new

Check out the new website at
www.upmcnursing.com

How to Give and Receive Feedback

Feedback is the key to every successful professional. Without feedback, you are unable to grow and develop your skills as a professional nurse. We have heard from many students and graduate nurses that they want to know how they are doing in their role.

If you are not receiving feedback on your performance as a student, you should ask for it. Ask your instructor, your peers, and the nurse co-assigned with you during clinical rotation. Here are some suggestions to ask for feedback:

- *Tell me what you expect from me.*
- *Let me know how I am doing.*
- *Could I have done anything better?*

The best feedback is:

- *specific*
- *focused on the behavior, not the person*
- *directed at changeable behavior*
- *timely*

Sometimes feedback is hard to hear, but remember to keep an open mind. Feedback is important for you to know how to improve your performance and is a key ingredient to becoming a successful nurse.



Ask a Nurse

Questions about being a UPMC nurse

Question: During clinical, sometimes my co-assigned seems to ignore me and appears reluctant to teach me. What should I do?

Answer: Introduce yourself to your co-assigned. Tell him or her what your goals are for the day and ask if he or she will help to teach you how to provide great care for your patients. Ask if you can partner with your co-assigned on anything that would help you to learn how to be a good nurse. Stay in constant communication throughout your shift and make sure you thank him or her for teaching you in this way.

Question: During clinical, I sometimes have downtime. Can you suggest activities I can do to make good use of my time?

Answer: If you have completed your patient care assignments, ask your co-assigned if there is anything else that needs to be done for other patients. Once you are done, ask other nurses on the unit how you can help them. Some other suggestions are to: use this time to provide some extra "TLC" to the patients or ask to spend time with the nursing assistants and unit secretary to learn about other health care team roles. Always look for opportunities to learn. Sometimes you just have to ask.



Continuous Learning

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

Critical: What We Can Do About the Health-Care Crisis
Thomas Dunne, 2008
T. Daschle, S. Greenberger, J.M. Lambrew

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