

UPMC NURSING

Student Nurse Pathways



Dear Nursing Colleague,

It is with great pleasure that I recognize the accomplishment of Children's Hospital of Pittsburgh of UPMC for achieving Magnet® status and UPMC Shadyside School of Nursing for its redesignation as a Center of Excellence.

Children's Hospital of Pittsburgh joins UPMC St. Margaret and UPMC Shadyside as UPMC's latest hospital to receive Magnet® status. The announcement came July 18, 2012, in front of a packed room of hospital employees via a conference call with Diane Hupp, chief nursing officer of Children's Hospital, and Patricia Reid Ponte, DNSc, RN, NEA-BC, SAAN, chair of the commission for the Magnet Recognition Program®.

The focus of the Magnet journey is to recognize hospitals, and particularly their staffs, that 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.

Similarly, in the realm of nursing education, the National League for Nursing (NLN) recognizes schools of nursing with the Center of Excellence designation for achieving a level of excellence in one of three categories:

- Creating Environments That Enhance Student Learning and Professional Development
- Creating Environments That Promote the Pedagogical Expertise of Faculty
- Creating Environments That Advance the Science of Nursing Education

As stated by the NLN, "This recognition is designed to distinguish those schools that: demonstrate sustained, evidence-based, and substantive innovation; conduct ongoing research to document the effectiveness of such innovation; set high standards for themselves; and are committed to continuous quality improvement." UPMC Shadyside School of Nursing will be recognized at the NLN's annual Education Summit in Anaheim, California, on Sept. 21.

Whether a facility has achieved Magnet status, has been designated as a Center of Excellence in nursing education, is on the journey to Magnet, or most importantly, is surrounded by these pillars of nursing excellence in your own work environment, all of us should strive to impact patient care and our professional practice every day by using the guiding principles of Magnet.

Please join me in continuing to promote the concepts of both of these honorable designations at UPMC, as well as congratulating our colleagues in their outstanding achievement. This issue of *Student Nurse Pathways* will highlight and honor the journey toward excellence of Children's Hospital of Pittsburgh of UPMC and UPMC Shadyside School of Nursing.

Holly L. Lorenz, MSN, RN
Chief Nurse Executive, UPMC

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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.

Children's Hospital of Pittsburgh of UPMC: Journey to Magnet® Designation

Written by Diane S. Hupp, MSN, RN, Vice President, Patient Care Services, and Chief Nursing Officer

Staff and leaders at Children's Hospital of Pittsburgh of UPMC began a journey to Magnet® designation several years ago. The plan was conceived by the chief nursing officer many years ago, and supported by the board of trustees, president, executive colleagues, and nursing leadership of Children's Hospital. The initial step of our journey was education, which occurred November 2009 through February 2010. During this time, the CNO and Magnet program director (MPD) together provided face-to-face education to nearly every employee at required Magnet educational meetings to gain support and ensure knowledge of the Magnet program, and more important, to promote continuing higher levels of achievement. Additionally, the CNO and MPD attended all faculty meetings to make brief presentations. The topics included why Magnet is important, including the research that has demonstrated that Magnet hospitals have better work environments, better patient and nurse outcomes, higher RN retention, lower mortality and failure-to-rescue rates, and higher emphasis on nurse advancement. In addition,

the CNO's education to staff and faculty included examples of outcomes studies, the four components of the model, and a plan and timeline for how Children's would achieve Magnet designation over the next two years.

In April 2011, Children's Hospital submitted the formal application to the American Nurses Credentialing Center. It was accepted, and Children's was given 24 months to document the 88 sources of evidence. Volunteers were solicited from across the organization to serve on councils to participate. Impressively, more than 400 members, including physicians, responded. A structure was immediately developed that included five councils led by nurse champions:

- Transformational Leadership Council
- Structural Empowerment Council
- Exemplary Professional Practice Council
- New Knowledge, Innovations, and Improvements Council
- Magnet Champions Council

All councils were interdisciplinary and included members from all areas of the hospital. Magnet champions included representatives from every department, and were instrumental in communicating the progress of the journey to their respective departments. Although Magnet is certainly the highest honor an organization can achieve for nursing excellence, Children's executives, along with the CNO, emphasized that Magnet designation would be an organizational achievement. The CNO also stressed that Magnet is about culture and work environment; about taking empowerment of the nurses

Congratulations to Children's Hospital of Pittsburgh of UPMC

for receiving Magnet Recognition® status.

Watch the announcement >



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and shared governance to the next level; ensuring that collaborative, interdisciplinary relationships exist among all areas; focusing on nurse professional development; and generally setting the highest standards for our staff and our patients and families.

In September 2010, five nurses were chosen from a large volunteer group to write the supporting document. Drafting took place from November 2010 through March 2011. Additional writing, outcome analysis, and editing by the MPD and CNO took place from March until mid-September, at which time the material (all 2,400 pages) was sent to the printer to be ready for an Oct. 1, 2011 submission.

Throughout the journey, the CNO had the opportunity to present at every monthly hospital leadership meeting, at which times council members and champions from different disciplines presented updates on outcomes and achievements as well. Empowerment and interdisciplinary collaboration were two essentials for raising the bar of excellence for Children's and achieving many of the outcomes. Whether it be quiet rooms, PRIDE parking on-site for staff as a means of recognition, enhanced visibility of our leaders, career fairs on-site to help support professional growth, or scholarships and fellowships, the voices of our staff have been heard and have made a difference in our work environment.

It was a thrilling day on July 18, 2012, when Pat Reid Ponte, chair of the Commission for the Magnet Recognition, called with the news of Children's receiving a unanimous vote for Magnet designation. Hundreds of staff and faculty gathered in the atrium of the hospital to hear the call, while others watched the webcast live. Magnet is truly about raising the bar of excellence for staff, patients, and families through leadership, empowerment, practice, and new knowledge. Children's Hospital is proud to say we have done that, and will continue to raise the bar even higher!

Transformational Leadership: Children's Nursing Administrative Fellowship

Written by Heather L. Ambrose, DNP, RN, CPON, CPN, Director, Nursing Development, Service Excellence and Magnet

A Nursing Administrative Fellowship designed to provide knowledge and skills for becoming a transformational leader was implemented at Children's Hospital of Pittsburgh of UPMC as an empirical outcome of the Transformational Leadership (TL) Council. TL Council members made the recommendation to begin a fellowship for nurses interested in pursuing a leadership role.

In addition, the recommendation was made to utilize the graduated fellows within the succession planning for nurse leaders within Children's. A task force of nurse leaders and TL Council members was created to develop and implement the fellowship.

The purpose of developing, implementing, and evaluating the administrative fellowship was to increase the knowledge of transformational leadership characteristics and develop leaders' style as transformational. Institutional Review Board approval was granted to measure knowledge and style transformation. Leadership style identification, transformational leadership characteristics, and methods to become a transformational leader were identified as concepts to be taught to nurses enrolled in the fellowship.

The basis of course content implemented for the fellowship utilizes the American Organization of Nurse Executives (AONE) nurse executive competencies, transformational leadership development curriculum, and outcomes data. The educational strategies include seminars, leadership training sessions, web-based education opportunities, and complementary educational opportunities. Application of the IOWA model of evidence-based practice was used to guide the development of the practice change project. Effectiveness of the fellowship is measured through the Multifactor Leadership Questionnaire™ (MLQ) and the transformational leadership knowledge



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assessment, which is completed both before and after the fellowship. Nurse leaders develop skills to model the AONE nurse executive competencies and to develop transformational leadership characteristics, behaviors, and skills. The fellowship is supported through evidence demonstrating that educated and developed leaders create empowering care environments and a work culture that leads to positive patient safety outcomes.

Evaluation of the fellowship included the MLQ, from which the mean of each individual's subscales was utilized to analyze the data. Paired t-test results indicated the p-value was 0.2111 for the group of fellows, with a confidence interval of 95 percent. The Transformational Leadership Knowledge Assessment utilized a paired t-test results in which the p-value was considered statistically significant at 0.0029. The confidence interval was 95 percent. In addition, succession planning has advanced three participants to new positions at the hospital since the beginning of the fellowship.

Structural Empowerment Council: Health Care Education Career Fairs and Scholarships

Written by Michele Carlson, MSN, RN, CPN,
Unit Director, 7C Med/Surg

Children's Hospital of Pittsburgh of UPMC promotes continued formal education for nurses as a means of improving patient care and enhancing nurse retention. Children's Hospital's role in encouraging and aiding a nurse's professional development is part of the larger commitment to addressing the needs of nurses and patients.

The Structural Empowerment (SE) Council, in conjunction with the Patient Care Leadership Council, set a goal of increasing the number of nursing degrees awarded to staff by 2 percent for Fiscal Year 2011. To reach this goal, Children's has sought to improve the nursing staff's awareness of the continuing education options available to them.

In addition, the SE Council sponsored a Health Care Education Career fair in June 2010 for all employees, including nurses at all levels. Approximately 90 staff members attended and discussed education opportunities with the 15 colleges, universities, and technical schools that set up information stations. The Health Care Education Career fairs continue at Children's, with the most recent during Nurses Week in May 2012. The fairs have provided more than 250 staff members with opportunities to obtain information about additional formal education. Nurses with degrees have increased by 5 percent during our two-year journey; a total of 68 percent of

Children's nurses now hold BSN or higher degrees. Nationally certified nurses have increased by 12 percent during the journey, reaching 40 percent of nurses.

The SE Council created the Nursing Excellence Scholarships to recognize and support the professional development of staff. The scholarships, funded by the Center for Nursing Excellence, are offered to encourage and support individuals pursuing or advancing a nursing career. Up to three scholarships are awarded biannually to employees entering the nursing profession, or pursuing a doctorate, master's degree, or bachelor's degree. Three \$500 scholarships were awarded during Nurses Week.

Exemplary Professional Practice: Transport Ticket

Written by Margaret A. Lamouree, BSN, RN, CCN,
Unit Director, Neonatal Intensive Care Unit

Children's Hospital of Pittsburgh of UPMC is committed to providing patient- and family- centered care. We believe that meeting the needs of our families helps us build better relationships and facilitates care delivery for our patients. The Exemplary Professional Practice (EPP) Committee recognized the anxiety and fear parents face when their child requires an emergent transport to Children's Hospital.



The Children's Hospital Transport Team provides outstanding clinical stabilization and care, but whether patients travel by ambulance, helicopter, or fixed-wing aircraft, the transport process often separates parents from their ill child. Our EPP committee wanted to convey to our transport families that we are anticipating their arrival, understand their anxiety and concern, and will work quickly to reunite

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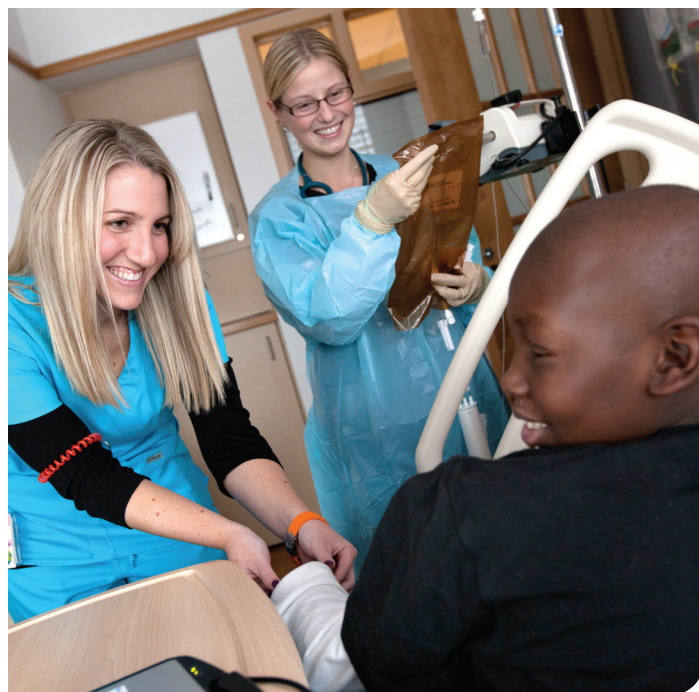
them with their children. This multidisciplinary group carefully identified each step of the process families must go through before being reunited with their children, with a goal of removing obstacles and simplifying the process. Working collaboratively, staff from the transport team, critical care nursing units, Welcome Desk, Hospital Police, Valet Parking, and the Patient Representative's office developed a streamlined process to expeditiously reunite families with their children.

A newly developed Transport Ticket will facilitate identification of these families as they arrive at our campus. This colorful brochure was developed to provide families with essential information, such as how to get to the hospital, where they can park, which entrance to use, which unit their child is being taken to, and hospital contact numbers. The Transport Ticket is completed by a Children's Hospital Transport Team member and hand-delivered to the parents before leaving the referral hospital. When the families arrive at Children's, they will be greeted by our parking valets and immediately directed to our hospital police officers, who will expedite the parent ID badge process and arrange for an escort to take the family to the child's location.

New Knowledge, Innovations, and Improvements: New Knowledge Depot

Written by Kristen Straka, DNP, RN, CPN, Director, Education, Research and Professional Development

The use of best practices in patient care enables nurses to improve outcomes through evidence. To engage staff in the process of implementing practice changes, resources must be provided that enable staff to ask the right clinical questions. The New Knowledge, Innovation and Improvement (NKII) Council developed New Knowledge Depot rounds that provide these necessary tools. Members of the NKII Council round monthly on all nursing units, including inpatient, outpatient, critical care, and the Emergency Department, discussing with nursing staff their daily assignments and encouraging them to think of ways to improve practice. The team distributes items such as pens printed with the evidence-based practice and nursing research internal website link and the medical librarian's contact information. Advertising for New Knowledge Depot rounds are posted prior to the date so staff members who are not present during that time can submit questions cards that are collected during rounds. All clinical questions discussed during rounds are provided to the Advanced Practice Nurse for Evidence-based Practice and Research, who ensures that the questions are addressed and practice changes are made, or projects begun to implement best practices.



Results of the New Knowledge Depot rounds have included practice changes and an increase in professional development opportunities. One particular practice change related to temperature measurement. Staff inquired about the accuracy of axillary temperatures, and whether there is a more effective method than rectal for healthy children, or those coming for same-day surgery or into the Emergency Department. This inquiry resulted in a project that, through research in the literature and a pilot, determined that the most effective method of temperature measurement in nonfebrile children is temporal. Dissemination of the results led to a policy change through education. ■

Center of Excellence

Written by Marci Zsamboky

The UPMC Shadyside School of Nursing has received continuing designation as a National League for Nursing Center of Excellence in Nursing Education this year. As lead faculty member in charge of the school's successful efforts for both the initial designation in 2009, and the continuing designation in 2012, I have had the privilege of working with our faculty, students, and graduates to help unite the qualities that demonstrate the school's laudable commitment to student learning and professional development. As a result of these efforts, I have been appointed a consultant by the NLN to assist other schools of nursing to coordinate and execute their own plans for excellence initiatives.

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Achieving a Center of Excellence designation in the student-centered category requires evidence that the faculty is exemplary in their efforts to promote a student-centered environment. This was easily supported by the faculty's ongoing collaborations with students, as well as demonstrations of faculty scholarship through innovative teaching styles and dissemination of these innovations at the national level. The school also has modeled process improvement methodology, and the students have replicated the methodology within their clinical agencies in unit-based projects that have often been adopted by units for sustained change long after the students have graduated.

Words From the Director

"Receiving redesignation from the National League for Nursing as Center of Excellence in Nursing Education is the highest form of national recognition that a school of nursing can achieve. It is also the highlight of my professional career as a nurse educator," says Linda Kmetz, PhD, RN, executive director, UPMC Schools of Nursing, and director, UPMC Shadyside School of Nursing. "It was a thrill to accept the award three years ago. It will be more meaningful to stand among my esteemed colleagues in Anaheim this fall to accept a redesignation, because we have risen to the challenge of sustaining our initiatives."

For 2012, only six schools of nursing across the country were recognized by the NLN as Centers of Excellence. Awards in the category, "Creating Environments That Enhance Student Learning and Professional Development," are based on the school's sustained commitment to student-centered learning, strong student support services, and continuous quality improvement. Schools can apply for designation in two other categories:

Promoting the Pedagogical Expertise of Faculty, and Advancing the Science of Nursing Education. Although UPMC Shadyside School of Nursing is committed to excellence in all three categories, the hallmark of the school is student-centeredness. – Examples range from developing and sustaining systems and processes that support admission to the school to maintaining lifelong relationships with graduates through membership in professional organizations, such as the Alumni Association.

"Being a hospital-based school has enabled us to develop robust relationships with our service partners. Our graduates are mentored by exceptional UPMC nurses and prepared to transition into practice," says Dr. Kmetz. "Our academic affiliation with Chatham University has been a significant asset to our school. Faculty members have opportunities for interprofessional collaboration with Chatham faculty, and students are able to earn a BSN by taking an additional 26 nursing credits, offered 100 percent online".

The students were very active in the Center of Excellence process. They met with an NLN consultant during a scheduled visit to provide in-depth and honest perspectives of their experience at the school. They also submitted anecdotal reports, indicating how being a student at the school has impacted them. A significant part of the excellence documentation included narratives from program graduates. These narratives had a common theme: that the students' education at the school had provided them with the tools necessary for seamless transition into practice. These testimonies are very powerful, because the graduates are in a position to objectively reflect on their education and its ability to prepare them for successful practice.

The UPMC Shadyside School of Nursing, rich in history yet innovative and evidence-based in current teaching methodology, will continue to impact nursing education across the country as a result of this distinguished honor. ■

Students Share Their Stories

Joanne Vukotich, associate executive director for Recruitment, Admissions, and Student Support Services at UPMC Shadyside School of Nursing, regularly sees how being a Center of Excellence affects students. Two recent students offered heartfelt explanations of how it feels to be a student at UPMC Shadyside School of Nursing.

The first student wrote, "I feel that it is very important for the future of nursing to inform, educate, and develop well-rounded nurses to carry on such a respected profession. Support, empowerment, encouragement, and a strong structure definitely act as the glue that binds together such a well-respected nursing program."

The second student sharing her story observed, "Nursing is not simply a field that requires knowledge; it is one that demands awareness and compassion. Care is the main foundation upon which the profession lies, and it becomes an essential ingredient in the formation of nursing educators and students. This concept is one that my school, UPMC Shadyside School of Nursing, endorses and practices daily. The curriculum is centered on professional development through evidence-based practices and diverse clinical experiences. The courses are specifically geared toward building on basics for application in acute care and specialties. This enables students to secure the fundamental knowledge first and foremost."

Ms. Vukotich also praises the flexible nature of the school's program. "Offering two start dates per year and a part-time option that is primarily evenings and weekends allows us to give students choices and opportunities to enter and successfully complete the program," she says. Ms. Vukotich certainly can testify to the flexibility of the part-time program; she is a graduate of the evening/weekend program, which enabled her to become a registered nurse while employed full-time. ■

It's Time for the UPMC Fall 360° Student Experience Survey

Students and faculty are encouraged to participate in the five question survey to provide feedback on their most recent clinical experience at UPMC.

The purpose of the survey is to improve the collaboration between UPMC nurses, students, and clinical instructors.

You will receive this survey via email. If you have any questions, please contact Melanie Shatzer, DNP, RN, at shatzerm@upmc.edu or 412-647-7917.

- Completion of junior year or equivalent by spring semester prior to the internship
- Minimum QPA/GPA of 3.25 preferred
- Faculty letter of reference preferred
- Completion of application materials by deadline. Incomplete applications will not be considered. Items include:
 - > online application materials
 - > submission of official transcripts
 - > selection of hospital choice. Browse the locations on **UPMC.com**
- Commitment to the duration of the program and all program professional development workshops

Application Details

To learn more about this internship program opportunity, and to explore our hospitals, visit our website, www.upmc.com/careers/students/pages/student-nurses.aspx. There you will find details about the online application process and deadline.

UPMC Summer Student Nurse Internship Program

Are you a junior nursing student looking for a meaningful clinical experience in a nationally acclaimed health care environment?

If the answer is yes, we invite you to enhance your clinical skills and gain valuable experience working in a premier health care system as an intern in UPMC's summer student nurse internship program. At UPMC, the redefined models of health care delivery and superb clinical outcomes serve the health needs of more than 4.5 million people each year. UPMC is ranked 10th among the 17 hospitals recognized by *U.S. News & World Report* as "America's Best Hospitals."

About the Program

The internship will begin on Sunday, May 20, and end on Friday, July 27, 2013. This innovative summer student nurse internship program is a paid 10-week internship for students who are committed to their education and future role as a professional nurse. The internship program goals are to provide the intern with the opportunity to experience professional nursing in a quality driven premier health care system, clinical education experiences that will bridge the gap between academia and practice, and one-on-one mentoring by a dedicated preceptor.

Eligibility Requirements:

- Enrollment in a bachelor's or associate's degree nursing program

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Nursing Career Fairs

Come and meet us at an upcoming career fair!

Monday, Dec. 3:

Westmoreland County Community College from 11 a.m. to 1 p.m. Founders Hall, Youngwood Campus

Sunday, Jan. 14, 2013:

University of Pittsburgh (will include Pitt-Johnstown nursing students). No detailed location information at this time.

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Have a story idea?
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